

The impact of the 'contract culture' on recruitment in voluntary organisations operating  
in the UK health and social care sector

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## **ABSTRACT**

This research examines the impact of the ‘contract culture’ on recruitment in voluntary sector health and social care organisations from the perspective of those responsible for hiring paid staff. The issues, which formed the core areas for deeper investigation, were those identified from the literature review and included brand, formal structures, skills, pay, rewards and benefits in relation to attracting paid staff, intrinsic vs. extrinsic rewards, cuts in benefits, impact on psychological contract, uncompetitive benefit packages, and tenure with regard to terms and conditions. However, these findings were based on only a small number of largely practitioner/professional publications and required more systematic investigation, which was completed during the second phase of this study.

As the study is focused on the perceptions of hirers, sense-making theory has been used to explore what hirers believe the main issues to be. Personal Construct Theory and the elicitation of constructs from supplied elements were used together with the Repertory Grid Technique as a primary data collection tool. A questionnaire was used in the second stage of the research, and this was designed to incorporate the collection of both quantitative and qualitative data.

The principal findings of this research show the impact that the ‘contract culture’ is having on recruitment in voluntary sector organisations. The study concludes that there are issues with pay, as the voluntary sector is unable to compete with the public and private sector remuneration packages; there is also confusion surrounding the voluntary sector’s brand as there is an assumption that the sector does not require skilled professionals or pay its staff, that few graduates are attracted to the sector, that there are skills gaps in business and tendering, that work-life balance is poor, and that an increase in fixed-term contracts is impacting on relationships between employers and employees. A lack of inter-sector partnership working was also found, from the perception of hirers, to be associated with contract dependency due to the increase in competition for funding.

The outcomes of this empirical research will have relevance to the voluntary sector, commissioners, policy-makers, academic institutions and recruitment agencies. In addition, the key issues identified as impacting on recruitment will provide a foundation for recruitment strategies and talent management within the voluntary sector.

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# ACADEMIC REGISTRY

## Research Thesis Submission



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## GLOSSARY

<b>Age UK Anytown</b>	Age UK is a national organisation with independent charities for the UK nations which include Age UK, Age Scotland, Age NI, Age Cymru. Age UK Enterprises is the international and trading branch of the charity. Age UK has an income of £156million (2012) with independently constituted ‘Anytowns’/ <i>brand partners</i> having their own income. National ‘Age’ organisations for example Age Scotland and Age UK Enterprises (international branch and trading) also have separate/independent income to that of Age UK.
<b>Charity</b>	Not for profit organisations; for the purpose of this research charity is used as meaning registered with the Charity Commission for England and Wales; a legally formed body formed to provide charitable services.
<b>Charity Commission for England and Wales</b>	The Charity Commission for England and Wales is a non-Ministerial Government Department, part of the Civil Service. The Commission is completely independent of Ministerial influence and also independent from the sector it regulates. It has a number of quasi-judicial functions where it uses powers similar to those of the High Court (Charity Commission, 2014).
<b>Commissioning</b>	Commissioning is the process of ensuring that care services are provided effectively and within the best use of available resources. Commissioning can be national or localised. Budgets are held by commissioners who allocate resources according to national/ local need.
<b>Community support</b>	Delivering health and social care services to people in their own homes.
<b>‘Contract culture’</b>	Morris (1999:1) explained the term as being ‘ <i>The increased amount of service provision by charities, together with the shift from grant-aid to contract payment...</i> ’
<b>Health and Social Care (HSC)</b>	Health and Social Care is a term that relates to integrated services that are available from health and social care providers from all sectors.
<b>Independent living</b>	Supporting people to remain living in their own homes rather than being admitted to care institutions for their care and support.
<b>Morbidity/ comorbidity</b>	Morbidity is the disease state of an individual and co-morbidity is referring to people living with two or more coexisting medical conditions or diseases.
<b>New Public Management (NPM)</b>	New Public Management relates to better management of public budgets, efficiencies, competition driving efficiencies – popular from 1980 to 2000.



<b>Not-for-profit (NFP)</b>	An organisation which does not exist for the purposes of making a profit. Any income realised is used by the organisation to pursue and fulfil its objectives.
<b>Personal Construct Theory (PCT)</b>	A constructivist theory developed by George Kelly (1955). The theory is based on human cognition in relation to understanding something by placing it in context, following previous experiences. Kelly devised the Repertory Grid to enable people to uncover their ‘constructs’ – this approach aids with sensemaking and decision making.
<b>Quasi-markets</b>	<i>‘...the term predominantly employed as a means of conceptualising and describing the market-oriented reforms primarily, but not exclusively, to the welfare state in the UK’ (McMaster, 2001:710).</i>
<b>Repertory Grid Technique (RGT)</b>	A technique devised by George Kelly (1955) which identifies, at interview, the way a person ‘construes’, interprets or gives meaning to an experience. It is underpinned by the Personal Construct Theory developed by George Kelly.
<b>Supporting People (SP)</b>	A UK government programme (2003) designed to support vulnerable people to enable them to live independently within the community.
<b>Third Sector</b>	Another name for the voluntary or community sector.
<b>Time Off in Lieu (TOIL)</b>	Time off taken by employees to compensate for any overtime worked – usually agreed in advance with a line manager and often included within employment contracts when employers do not pay overtime as policy.
<b>TUPE</b>	Transfer of Undertakings (Protection of Employment) Regulations (TUPE) <i>Protects</i> employees' terms and conditions of employment when a business is transferred from one owner to another. Employees of the previous owner when the business changes hands automatically become employees of the new employer on the same terms and conditions (ACAS, 2013).
<b>Voluntary Sector Organisations (VSO)</b>	Voluntary Sector Organisations – not for profit and for the purposes of this research refers to VSOs that are fully constituted and registered with the Charity Commission for England and Wales.
<b>Volunteers</b>	A volunteer is someone who performs a service of their own free will for no financial reward apart from out of pocket expenses. Volunteer recruitment differs from paid staff and as such volunteer recruitment is not part of this study.

# 1 INTRODUCTION

## 1.1 Aims and objectives

The aim of the research is to examine the factors affecting the attraction of employees into VSOs following the introduction of the ‘contract culture’, in order to improve recruitment practices to attract staff. Managing recruitment in the voluntary sector is complex, as highlighted by Billis and Glennerster (1998), due to the numbers of stakeholders involved and the ambiguous structures that exist in VSOs. Whilst volunteer (unpaid staff) recruitment is beyond the scope of this study, the complexities of managing an unpaid workforce add to the requirements of the skill set of the paid staff as they need to be able to manage people’s expectations when financial rewards are not given. Managing an unpaid workforce is just one example of the complex environment within which VSOs operate. The reason why VSOs need to attract staff with the capability to manage not only their own tasks but also the expectations of the unpaid workforce is the fact that there are limited resources available to fund projects. Competing with other public, private or voluntary organisations by having a lower unit cost is unachievable without volunteer input.

Recruitment, which is defined by Breaugh and Starke (2000: 405-34) as *‘those practices and activities carried out by the organisation with the primary purpose of identifying and attracting potential employees’*, is the chosen field for this study. This research will focus on recruitment because of its importance in relation to inputs of vital (preventative/important to service users) frontline services and the challenges the commissioning changes have brought in resourcing the largest section of the voluntary sector in the UK (Clark *et al.*, 2011). Of further relevance in relation to inputs is the potential 2.8 billion (GBP) in cuts facing charities during the period 2011-15 (Clark *et al.*, 2011).

This area of research is also important in view of evidence indicating that further savings in public spending will have to be realised against a backdrop of increasing demand because of an ageing population. People are not only living longer but are also living longer with morbidity and co-morbidity; thus, they are not necessarily living longer in good health (Bohmer and Imison, 2013). People living longer with chronic illness will increase the pressure on existing health and social care services, and they will require community support to aid their independent living (WMPHO, 2012).

Wittenberg *et al.* (2011) claim that, between 2010 and 2030, the demand for informal care will grow from one million to three million people. Fenton (2011) predicts that there will be a shortfall of one million workers in relation to supply and demand for social care by 2025, and the Centre for Workforce Intelligence (2011:19) notes that state regulators have on-going concerns about the social care workforce and claims that *‘poor terms and conditions coupled with demanding yet sensitive tasks make social care a difficult area to recruit and retain staff’*.

Local authorities commission HSC services, and this research will examine contracting in relation to impact, as previous research has raised issues arising from short-term contracts and the difficulties these present for VSOs when recruiting (Nye, 1988; Cunningham, 2010a). Prior to the ‘contract culture’, community care services were generally funded through block contracts or delivered by the statutory services themselves; this is further detailed in section 2.2. Demand for HSC services are set to increase as the population ages. However, funding is set to decrease, as indicated in the UK Voluntary Sector Workforce Almanac (2011). This would therefore suggest that it is crucial that commissioning and funding practices do not add challenges but support VSOs in their ability to provide frontline services.

This study assesses the ‘contract culture’ and the impact it is having on the ability of voluntary sector community care providers to recruit suitably skilled and committed staff whose personal values fit with the complex culture of the sector, whose outcomes are measured in terms of the ‘greater good it provides to society’ rather than for financial gain (Beattie *et al.*, 2001). The research assesses the ways in which the funding system constrains recruitment of suitable staff and focuses on three key areas: ‘contract culture’, attraction, and terms and conditions. The literature is then critiqued, with each area of focus being addressed in turn. The study applies Weick’s (1995) sense-making theory to ascertain how managers and those responsible for recruitment in the sector make sense of the situation and what they consider the main issues to be. The outcomes of the three key areas in the literature review - ‘contract culture’, attraction, and terms and conditions - are summarised and drawn together in the literature synthesis section 2.5.

The objectives of the research are to examine the key areas identified from the literature review that have the greatest impact on employees, from a human resource management (HRM) perspective, when deciding whether to work for a VSO providing HSC services.

Applicants are not part of the study as biased responses may result from interviews with those who are already being interviewed for a position. Anyone keen to be appointed may provide responses they feel are most appropriate for securing them a post.

The literature synthesis identifies two key objectives:

1. To examine, in particular, the relationship between resources available and the recruitment of staff in the VS
2. To examine, in particular, whether and to what extent reliance on contracts has an impact on terms and conditions of staff working in the VS.

The above objectives are based on the hirers' opinions and perceptions of the said objectives. The study will focus on the way the hirers make sense of the issues, rather than researching specific performance measures, in order to consider the opinions of those with the most experience of hiring. This will eliminate the risk associated with using performance measures that may not fully represent the views of those involved in the study. Moreover, consideration of opinions allows for the assessment of more complex data; this approach will be further explained in the methodology section 3.

## **1.2 Rationale**

Section two of this thesis, the literature review, critiques the findings of existing literature in relation to contract dependency, focusing on recruitment and, in particular, attraction and terms and conditions of paid staff. Each element is addressed independently whilst recognising the interconnectedness of each area with the others. Each section provides the context in which it is set and the key terms; for example, the voluntary sector, the 'contract culture' and the quasi-market are defined in the relevant sections covering the commissioning of health and social care services in the UK.

For twenty-five years many voluntary sector organisations have been receiving funding from the public sector to deliver community services and, as a consequence, these organisations have arguably become reliant on public sector funding to provide services. Sources to support the estimation of the extent of reliance are cited in section 2.2.

The NHS Community Care Act (1990) resulted in social security funds being transferred to social services, and the reason for this change in budget responsibility was the perceived need to control public spending on residential care. This shift in policy resulted in the ‘mixed economy of care’ (see Fig. 1) and contracts being allocated to the voluntary and private sector, with the state becoming the purchaser rather than the provider (Kendall, 2003). In order to create a competitive environment for funding, through contracts as opposed to grants, the government introduced the so-called ‘Best Value’ procurement. See 2.2.1 for further details on Best Value.

With the increasing difficulties (which are explored later in this thesis) it is facing in accessing the limited funding available, the VS is finding it necessary to employ staff to generate income and manage contracts. These staff have the business skills required to manage the tendering and contracting processes in order that the sector might have the expertise it needs to survive (Dacombe, 2011). The staff who are being recruited into the sector to manage these contractual processes and the accountability are said to have different expectations from the traditional voluntary sector workers; they are suggested as having extrinsic rather than intrinsic needs in relation to terms and conditions (Kelliher and Parry, 2008; Dutton *et al.*, 2008). These differences in expectations are examined in section 2.4.1. Therefore, this research considers and establishes the root causes of the impact of contractual funding on recruitment with regard to attraction and terms and conditions.

In the limited literature available, Kiwanuka and Kingston (2011) highlight challenges linked to commissioning practice, such as new public management and performance management expectations of VSOs, which were uncommon in the traditional VSO workforce culture. Rutherford (2011) refers to the challenges facing VSOs when they are working according to public sector policy and are unable to offer benefits comparable to those in the public sector as, in effect, VSOs are competing with their stakeholders for human resources but are unable to offer the same benefit packages. While the literature accessed has proved insightful, this research is focused on addressing the gaps in the literature by exploring the impact on recruitment due to commissioning changes using a pluralistic research approach, as detailed in the research methodology section 3 below.

Although there is some, albeit limited, research equally supporting the issues facing voluntary sector organisations in relation to how they are funded, most of the research

has been carried out on Scottish organisations or a variety of VSOs with different missions, using a case-study approach (Beattie *et al.*, 2001; Dutton *et al.*, 2008). To date, no research has been identified as having been conducted on brand partner-type voluntary sector organisations operating in different parts of the UK, all working to the same mission and values, but having independent charitable status with responsibility for their own income and tendering.

There appears to be a lack of literature on how managers make sense of the difficulties facing the voluntary sector in the UK in terms of its human resourcing and what they believe the main recruitment issues to be. The issues involved in managing recruitment in the ‘contract culture’ are matters of sense-making rather than matters that can be resolved purely in performance terms. Beattie *et al.* (2001:245) used a qualitative approach to their research on change management in the VS to allow them to gain a ‘...*holistic understanding of the issues...*’ as this would allow them to obtain an in-depth understanding of what people feel as opposed to the ‘*frequency of any particular occurrences*’ using performance measures.

The research described in this thesis contributes to empirical studies through its unique approach as it will conduct the study on brand partner organisations based in the UK; therefore, when comparing the outcomes from the different geographical areas they will be robust given that the organisations used in the study are similar (refer to Appendix B). The fact that the organisations will be located in different geographical areas will also offer an insight into whether the impacts are consistent not just in terms of issue but also in local commissioning practice.

An intended professional outcome of this research is to influence change in commissioning policy by evidencing the detrimental effects of contracts (short-term). It may also encourage others to conduct research in this underrepresented area in order that empirical research might continue to steer and influence national and local commissioning policy. The ideal outcome would be improved community services for those most vulnerable and in need within our society.

Analysis of the findings from the different geographical areas identifies whether there are any similarities across the sample organisations and, if so, whether they can be attributed to commissioning practice or other factors. The most prolific authors, such as Cunningham (1999; 2001; 2007; 2008; 2010a) and Kendall (2003) (*as referenced throughout the literature review*), in this field of research acknowledge gaps in

empirical research in human resources in the third sector and highlight the need for further studies to complement existing research. For example, Akingbola (2004) stated that staffing is one area that the literature on not-for-profit has not yet properly addressed. However, it is noted that Akingbola's research was carried out in Canada, which may limit its applicability to the UK; nevertheless, Kiwanuka and Kingston (2011) argue that gaps in the existing literature remain.

Following on from the literature review, which critiques each of the elements being examined, the thesis synthesises and develops the areas into key themes which form the basis of areas for exploration through comparative analysis. The case-study approach is widely adopted by researchers due to its ability to work with complexity and show richness of data in its findings, and because of its applicability to smaller samples (Yin, 2009). Arguments relating to the pros and cons of the chosen research approach are discussed in the methodology chapter 3. The methodology adopted for this research is both qualitative and quantitative to enable the collection and analysis of complex data; a similar approach has been used by Cunningham from 1999 to 2011.

Each section of the literature review addresses the elements associated with recruitment; attraction is one key area of focus and this addresses brand, formal structures, skills and pay as subsections. The other key area is terms and conditions and this addresses subsections in intrinsic and extrinsic rewards, cuts in benefits, the impact on culture, the psychological contract and tenure.

### **1.3 Statement of methodology**

The study addresses the empirical objectives by adopting a phenomenological and constructivist approach using case-study analysis in the first stage and a questionnaire in the second stage. The findings of the case-study analysis and the questionnaire allow for triangulation, which adds to the robustness of the findings. Evidence to support the appropriateness of the methods selected is detailed in section 3.

The organisations selected are from a brand partnership organisation network; further details are included within the methodology chapter 3. Eight brand partners participated as case-studies and forty-four brand partners participated in stage 2 of the research (Appendix A).

## 2 LITERATURE REVIEW

### 2.1 Definition of the Voluntary Sector (VS)

To aid an understanding of the complex and diverse VS, the following definitions are considered most encompassing.

Kendall and Knapp (1996:6) state: *“In general terms, by ‘voluntary sector’ we mean bodies which are formally constituted, independent of (central and local) government, self-governing, not profit distributing, primarily non-business and that benefit from voluntarism”*. The Charity Commission for England and Wales (2004:2) defines the sector as follows: *“Charities are organisations, which are established for exclusively charitable purposes in accordance with the law of England and Wales. Voluntary organisations are independent organisations, which are established for purposes that add value to the community as a whole, or a significant section of the community, and which are not permitted by their constitution to make a profit for private distribution. Voluntary organisations do not include local government or other statutory authorities”*.

A more recent reference reflecting the current usage of the term voluntary sector is defined by Hardhill and Dwyer (2011:157-158) as being a *‘...sector that is part of the economy beyond the public and private sectors, and is variously known as the voluntary and community sector/social economy/third sector’*. A further recent and comprehensive definition of the voluntary sector is offered by Evans (2011:165:166) which states that *‘the voluntary sector is characterised in diverse, and sometimes contradictory ways: as longstanding, independent and separate from state services; as competitors in the commissioning and procurements ‘marketplace’ for public contracts; as the vehicles through which citizens and current practitioners of public services could enact a ‘right’ to takeover their services and breakaway from public sector control; as overly dependent on public funding; as cheaper, more efficient ways of delivering services; and as better quality, more innovative and responsive service providers.’*

Younger, the CEO of the Charity Commission, stated that the definition of charity has now become so broad it is becoming meaningless (Ricketts, 2012). Dame Suzi Leather, the former chair of the Charity Commission, referred to the blurring of the boundaries



between charities and other social organisations (Ricketts, 2012). In 2013 the chair of the Charity Commission for England and Wales, William Shawcroft, called for a debate on the definition of the sector (Pudelek, 2013). Due to the deliberation over the definition, the diversity of the sector and the different types of organisations that adopt charitable statuses, the following provides an overview of the range of organisations which can hold charitable status; these organisations include government (although some voluntary sector organisations refuse money from governments worldwide), Grant-Making Trusts, self-funding and social enterprise income-generating organisations or projects.

With the varied types of organisations and income streams, the sector has an equally wide range of structures: size, paid staff, volunteers, paid staff and volunteers, management structure, federated, independent, local, countywide, geographical area (regional, national, international, global), some purely voluntary sector, some registered charities, and some registered charities with company limited by guarantee status and function.

Voluntary sector organisations can vary significantly in mission, purpose, values and turnover. To further exemplify the complexity of the sector and the change experienced by those providers of HSC services, the following Table offers a snapshot of the change experienced over the last twenty-five years (see overleaf):

<b>Table 2.1:</b> Summary of key points in relation to the change experienced by HSC providers over the last 25 years. Source: present author	
<b>Author/Source</b>	<b>Key point</b>
Kendall (2003) The NHS Community Care Act (1990)	Local authority became purchasers
Kendall (2003) The NHS Community Care Act (1990)	Voluntary sector became providers
Nye (1988), Cunningham (2010a).	Shift towards fixed-term contracts
Kiwanuka and Kingston (2011)	Increased accountability due to contracts - level of formal structures and frequency of accountability
Kiwanuka and Kingston (2011)	Increased scrutiny (level of evaluation required) - performance management of contracts
Kendall, (2003) Cunningham, (2001)	Need for business skills with tendering and contract management
DETR, (1998)	‘Best Value’
Kiwanuka and Kingston (2011)	Increased professionalism impact on grass roots organisations (staff maybe more qualified with regards to business skills than the board if grass roots organisation)
Akingbola, (2004)	Short term contracts for staff
Hardy <i>et al</i> (2001)	Increased competition through the Mixed Economy of Care
Clark <i>et al</i> , (2011)	Reduction in public funding as charities are facing £2.8 billion cuts 2011-2015
Cunningham (2001; 2007; 2008a; 2010), Morris (1999)	Shortfalls in voluntary sector income resulting in some organisations supporting shortfalls in income from their reserves
Cunningham (2001)	Impact on staff terms and conditions
Cunningham (2001)	Impact on recruitment
Cloutier-Fisher and Skinner (2006); Cunningham and James (2009).	Stability issues due to unpredictability of income and staff on short term contracts

The above issues are referenced in the following sections and the findings are examined throughout this research.

The impact of the ‘contract culture’ on recruitment is examined, and whilst the term ‘culture’ is used, the actual meaning behind its use refers to more of a ‘climate’ than a ‘culture’. The following section provides a definition of the ‘contract culture’ and its intended meaning.

## 2.2 Definition of the ‘Contract Culture’, Best Value and Mixed Economy of Care

The ‘contract culture’ is defined by Hay *et al.* (2001:240) as “...*increased competition for funding due to dependence on statutory funding...*” While this definition of the term ‘contract culture’ is dated, more recent definitions in empirical studies appear to be absent; however, the term is widely understood to relate to the post-Thatcher years which led to contracts as opposed to grants and increased competition for funding.

The following explanations of the term ‘contract culture’ set the research in context. The Kennedy Group (2012) state that the external environment can influence the climate and culture of an organisation due to factors such as economic conditions, competitive industry forces and government regulations. The subsequent subsection demonstrates the validity of this claim in relation to the ‘contract culture’ and the influence this external force has had on the voluntary sector.

The climate stems from the changes in policy during the 1980s when financing and policy remained the responsibility of local authorities but the delivery of social care in the community was contracted out; in many cases the contracts were taken on by the voluntary sector (Morris, 1999; Kendall, 2003). The following extracts provide an explanation, rather than formal definitions, of the ‘contract culture’:

Morris (1999:1) explained the term ‘contract culture’ thus: “*The increased amount of service provision by charities, together with the shift from grant-aid to contract payment, has prompted the emergence of the so-called ‘contract culture’.* Morris also commented on how the ‘contract culture’ had resulted in VSOs ‘*designing stronger systems, becoming more organised, publicising policies and re-managing budgets. Managerial changes have incorporated new management roles and alternations to job descriptions (1999:42).*’

According to Kendall (2003: 78), ‘contract culture’ *is a somewhat clumsy label for summarising important aspects of the situation faced by many voluntary organisations involved in delivering public services in the mid-1990s. Most evidence is available on social care and related services in the aftermath of the 1990 NHS Community Care Act. The label refers to a cluster of concerns around the increased use of formal contracts and other institutions to govern funding...*’.

In addition to the above explanations, ‘contract culture’ is also common currency among HSC practitioners, meaning the cause and effect of funding difficulties. Therefore, this term is appropriate when addressing the research question and is a useful way of clarifying the areas being examined. The cause of the ‘contract culture’ is seen as the quasi-market and the mixed economy of care. The effects include the complexity of managing multiple contracts, excessive intrusion by contract officer/s, inter-sector rivalry as opposed to partnership working, and the need to subsidise contracts that may fail to cover all direct costs and result in financial insecurity within the sector (Morris, 1999). For the purposes of this study the researcher has adopted the description of the ‘contract culture’ as used by Morris – the term is presented in inverted commas throughout as it represents practitioners common language as opposed to a formal definition.

However, it is often difficult to disentangle the cause and effect of the ‘contract culture’ due to the common currency of the term used by practitioners. The use of the term ‘contract culture’ can be seen in the responses to the questionnaire where respondents refer to the impact the ‘contract culture’ has had on the voluntary sector. Examples of responses include increased competition for funding, tendering and the loss of contracts to other organisations (Appendix I). The following Table summarises the causes and effects of the ‘contract culture’ and how the factors are being addressed:

<b>Table 2.2: Cause and effect of the ‘contract culture’</b> Source: present author	
<b>Cause</b>	<b>Effect</b>
Formal structures	Administration and increased accountability; complex contract management; quality mark/s requirements; tendering processes; isomorphic pressures
Resources	Scarce resources; skill gaps; time pressures; recruitment issues; budget constraints; terms and conditions at risk; salaries uncompetitive
Environment/ Quasi-markets/ Mixed Economy of Care	Increased competition for funding; limited term funding; erosion of comparative advantage
Culture	Increased formalisation; lack of partnership working; rivalry between charitable organisations due to increased competition

Kendall (2003) highlights five key concerns regarding the effect of the ‘contract culture’: formalisation, inappropriate regulation, threats to autonomy, excessive

financial control and erosion of comparative advantage. Each of these five points will be considered in relation to its impact on recruitment:

‘Formalisation’ is argued to be increasing the administration of contracts as opposed to working with the pre-‘contract culture’, which valued less formal relationships. The increase in administration to achieve higher-quality standards means the VS will have to recruit employees with the required skills to manage the increase in formal structures. If the VS is required to compete with the other sectors for staff and is unable to offer competitive recruitment packages, it will not be able to attract the best candidates to the sector. This is further examined in section 2.3.

‘Inappropriate regulation’ is suggested to mean undue pressure on easy-to-measure outputs and outcomes while missing the more difficult-to-measure outcomes. Lewis (1996) argues that many people join the VS due to their commitment to the organisation’s mission and because they want to spend time helping people as opposed to being involved in regulation. Nevertheless, Kendall (2003) points out the benefits following the introduction of increased contract accountability, including greater transparency.

‘Threats to autonomy and goal distortion’ is referred to as isomorphism by Kiwanuka and Kingston (2011), and it means that funded organisations are absorbed into the policies of the funder to gain authenticity. Isomorphism results when an organisation adopts its way of working to that of the dominant stakeholder to obtain legitimacy (DiMaggio and Powell, 1983; Dart, 2004; Eikenberry, 2009; Harrow, 2011; Kiwanuka and Kingston 2011; Maier, 2011). While Kiwanuka and Kingston (2011) refer to isomorphism as an issue, it is understood that their concerns relate to the impact on autonomy rather than the wider definition of isomorphism, which is the total absorption of an organisation. According to DiMaggio and Powell (1983), there are three types of isomorphism: normative, coercive and mimetic. It could be suggested that the coercive form is more applicable in Kiwanuka and Kingston’s meaning due to a lack of available options; i.e. one needs to comply or lose legitimacy.

‘Excessive financial insecurity’ (Cunningham, 2001; 2007; 2008a; 2010) refers to VSOs that are funding the shortfalls in their contracts because uplifts are insufficient to cover the costs of the services. Some VSOs are reported as having covered the shortfall in contracts from their contingency funds; such contingency funds ought more properly to be used to cover exit strategy and winding-up provision when contracts end rather than

being used to fund shortfalls in contracts. Cunningham (2008a) claims that statutory bodies show little or no sympathy when VSOs are forced to use their reserves to cover shortfalls in their contracts. Excessive financial insecurity attributed to short-term contracts is another challenge to recruitment due to the unattractive packages of short-term offers when other sectors are offering permanent contracts (Kelliher and Parry, 2008; Passey *et al.* 2000).

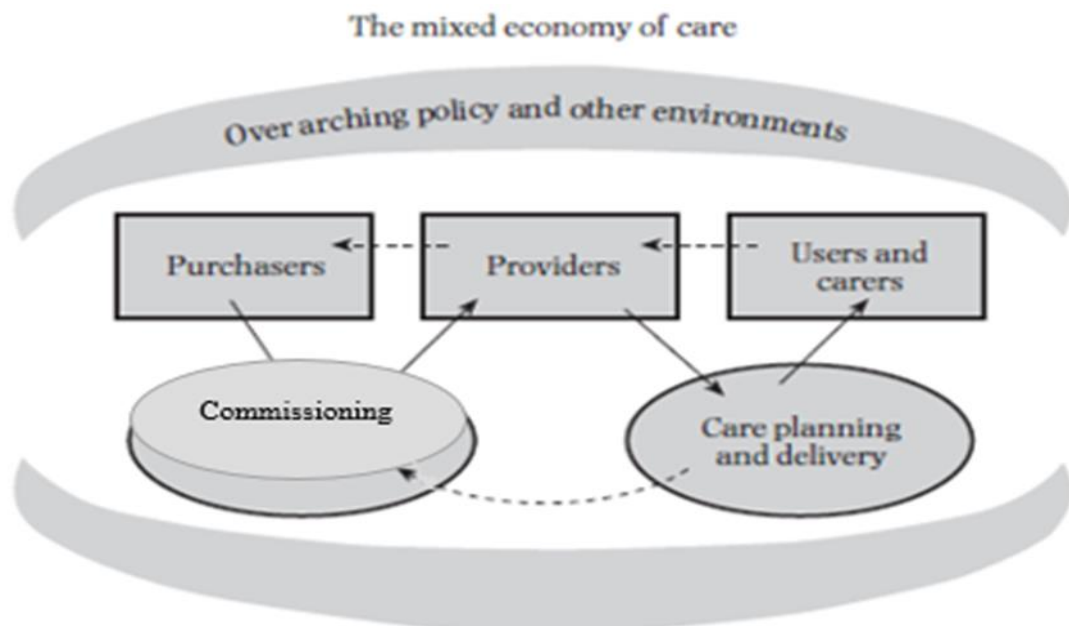
‘Erosion of comparative advantage’ is suggested as being a concern by Kendall, especially due to excessive transaction costs which are inevitable if administration increases as a result of contracts and tendering as opposed to grants. Hardy *et al.* (2001) point out that the accountability for public funds as local authorities increase the contractual controls will result in higher transaction costs, and the question is raised as to whether this is good value, or whether the resources would be better allocated to service delivery and a return to the ‘relational contracts’ with the providers. Performance monitoring of contracts is discussed further in section 2.3.2.

The ‘contract culture’ marks a shift from state-delivered services to a mixed-economy-of-care approach, as community care was seen as poorly managed, unaccountable, professionally dominated and lacking client involvement. Osborne (1997) claims that the state regarded community care as wasteful, unresponsive, lacking control and delivering the wrong mix of services. In its new role as purchaser, the government had the responsibility for commissioning and regulating services (Harris and Rochester, 2001). The aim of this commissioning approach was to encourage competition to drive down costs but without losing the quality of services being provided. The changes experienced in social care were paralleled by the reforms that took place in the 1990s in the National Health Service (NHS). These reforms resulted in the purchaser-provider split, which allowed the budget holders to use private providers to constrain the expenditure within the NHS (McMaster, 2001a). It is suggested that the reforms in the NHS were a means of performance management or New Public Management and, again, parallels can be drawn with the approach used to increase accountability in social care, which is discussed below (Montgomery, 1997; Brereton and Temple 1999).

According to Pollitt (2000), one way of addressing the identified inadequacies in social care at that time was to introduce the principles of New Public Management (NPM), which led to the introduction of the Mixed Economy of Care. The main principles of NPM are to increase efficiency within the public sector through competition, resulting

in greater cost efficiencies while focusing on outcomes. NPM and the competition it generates resulted in a variety of different care providers delivering services, rather than just Social Services or the NHS; this mixed approach to service delivery is known as the Mixed Economy of Care (MEC).

The following diagram illustrates the principles of the MEC and its integrating processes:



**Figure 1:** The Mixed Economy of Care (this diagram is an extract from the paper by Hardy *et al.* (2001:286, Figure 1.)

The key aspects of the MEC include the following: quality of life; inclusion; wellbeing of carers and service users against a backdrop of achieving economic efficiency; and equity of access as a result of distributing the responsibility more broadly across the stakeholders, as identified in the diagram above. The challenge posed by the above was the difficulty in evaluating social outcomes due to the complexity involved in measuring a social impact (Nocon and Quereshi, 1996; Kendall and Knapp, 2000). The challenges faced in measuring social outcomes broadens the debate around NPM and its fit with the VS. However, some authors argue that NPM is on the decline, that tools from the private and public sector find their way into the VS after they have been tried and rejected by other sectors, that NPM has had only partial success at best, and that it is a failed paradigm (Farnham and Norton, 1996; Myers and Sacks, 2003; Bouckaert and Pollitt, 2004; Dunleavy and Margetts, 2006; Kiwanuka and Kingston, 2011).

Kiwanuka and Kingston (2011) argue against the principles of NPM and state that it has created an environment of uncertainty and insecurity with regard to income. They also argue that NPM is impacting on voluntary sector organisations' ability to be true to their mission and that the requirements of NPM in contracts are resulting in isomorphism as the voluntary sector adopts public sector principles that are alien to its culture. While isomorphism can be seen as deviating an organisation's focus from its original course, for example, from volunteers and service users to funders due to accountability, it can be argued that some organisations have been successful as a result of operating in a similar way. This links with the work by Schein and Dawson (2010), who discuss the successes of organisations that have strong cultures, as all employees know the 'way to get things done around here'.

Schein (2010:18) defines culture as "*A pattern of shared basic assumptions that a group has learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.*" This definition supports the fact that culture defines social norms, norms then being the rules that specify the behaviour. Thus, the term 'culture' denotes the behaviour that people adopt to cope with causes; if the causes are a symptom of the 'contract culture' and the move away from grants, then the behaviour that an organisation exhibits is the effect of the cause or 'contract culture'. Therefore, a dependency on contracts leads to a type of behaviour that is due to the 'contract culture' and its associated implications for recruitment in HSC organisations which are examined in this study.

In addition to the above, the NHS Community Care Act 1990 (NCCA) encouraged Social Services to become more of an *enabler* than a *provider* (DoH, 1990). Social Services is the local authority department responsible for providing social care to people in the community who meet the eligibility criteria for the service, eligibility being determined following an assessment of needs of older, disabled or vulnerable people. The NCCA (1990) encouraged the change from *provider* of services to *enabler* by outsourcing some of the services to other providers while continuing to assess and determine eligibility to access.



### 2.2.1 Best Value

Best Value further reinforced the commissioning of services from the voluntary sector and, in some cases, from the private sector. The impact of Best Value has been significant in changing the role of the voluntary sector from complementing public services to being a main provider. Kendall (2003) argues that, while Best Value (DETR, 1998) was concerned with public services, its principles have had strategic relevance within the voluntary sector as it was introduced in response to concerns about purchasing based solely on cost, to include quality and service user engagement.

Best Value resulted in voluntary organisations bidding for contracts from local authorities; then, once the contracts had been secured, they were subject to scrutiny through monitoring and evaluation to ensure that the principles of Best Value (challenge, comparison, consultation and competition) were being upheld. Boyne *et al.* (1999) state that 'Best Value' was seen as important for continuous improvement. However, Kendall (2003) argues that, remarkably, there is no research on the impact of Best Value on the voluntary sector, which indicates the need for further research in this field.

A problem that has subsequently been identified as a result of this competition has been the tendency for VSOs to absorb some of the real costs of the service delivery from their reserves. This has ultimately had a negative impact on paid staff members' terms and conditions, leading to issues with recruitment into the sector; 32% report adverse effects on remuneration packages, and this change coincides with links being broken with public sector pay, cuts in annual leave, sabbaticals, sick pay and time off in lieu (TOIL). Therefore, it is difficult to recruit staff; 42% of those researched reported issues with recruitment (Cunningham, 2001). Terms and conditions of staff are discussed in section 2.4.

In addition to creating a competitive market in the social care service sector within the voluntary sector, Best Value also introduced the private sector as a competitor and this resulted in the VS no longer being able to rely on public income as it had done in the past; the sector had to become competitive in its business approach to ensure that it could compete in the market and succeed (Kendall, 2003). The competitive business market resulted in the sector having to recruit new types of employees, those with the skills to compete for the contracts and the capabilities to manage the increased formal structures resulting from the increased scrutiny required by the 'contract culture'

(Cunningham, 2001). While there are many negatives concerning the shift in approach, as can be seen in the increased bureaucracy, Kiwanuka and Kingston (2011) argue that accountability in public funding, ensuring that public funds are being used effectively and appropriately, is a positive outcome of this climate shift.

Butler and Wilson (1990) state that VSOs are having to recruit staff from other sectors who have the specific expertise required to manage the accountability of the 'contract culture', with 53% of managers recruited now coming from outside the sector. Traditional sector employers are seeing their organisational salary costs escalating as these newly appointed managers are recruited. Butler and Wilson (1990) argue that importation of staff from outside the humanitarian sector will result in a clash of values, and this can be seen as conflicting with the intrinsic values of the traditional VS employee; as a result, the theory adopted to elicit the views of the VS employees is from a sense-making perspective, as mentioned above.

In one case-study there was evidence of change from the traditional long-term employer/employee relations to an environment governed by short-term contracts of employment (Akingbola, 2004). It is claimed that short-term contracts are not attractive, do not encourage employees to stay, and result in staff spending time looking for other employment; one organisation reported that their contract stipulated that employees cannot be redeployed within the final year of the contract. However, only one reference to employees being prevented from being redeployed in their final year of the contract has been found to date and this was cited by Cunningham and James (2007). Nevertheless, it is suggested that the uncertainty and anxiety experienced by employees as a result of tendering may not only impact on the morale of the employees but may also result in them leaving for employment elsewhere, as such precarious employment conditions are unattractive (Akingbola, 2004; Cloutier-Fisher and Skinner, 2006; Cunningham and James, 2007).

The reduction or change in terms and conditions for staff and the use of short-term contracts, as indicated above, is arguably putting extra strain on the relationships between employers and employees, with possible negative impacts on the psychological contracts between parties (Cunningham, 2001; Akingbola, 2004; Cloutier-Fisher and Skinner, 2006; Cunningham and James, 2007). Impacts on psychological contracts are detailed further in section 2.4.3. For key points relating to the 'contract culture', see Table 2.3 overleaf.

<b>Table 2.3: Key points ‘contract culture’</b> Source: present author	
<b>Author/Source</b>	<b>Key points</b>
Clark <i>et al</i> (2011) VSO Almanac	Significance of sector due to size: employs 765,000 people in the UK workforce with 57% working within health and social care
Kendall (2003)	‘Contract culture’ is the term used to describe the contracting climate VSOs delivering HSC services find themselves in with regards to the shift from grants or block contracts to contracts; often short-term
Osborne (1997)	Community care seen as wasteful, unresponsive, lacking control and delivering the wrong mix of services.
Harris and Rochester, (2001)	Government’s new role as purchaser – it had the responsibility for commissioning and regulating services. The reason behind this commissioning approach was to encourage competition to drive down costs but without losing the quality of services being provided.
Pollitt (2000)	A way of addressing the identified inadequacies at that time was to introduce the principles of New Public Management (NPM) which led to the introduction of the Mixed Economy of Care.
Kiwanuka and Kingston (2011)	Few positives from NPM; NPM alien to VSO culture, increase in formal structures

This research looks at whether the impacts are comparable across organisations in different local authority areas and it is anticipated that the findings will influence policy and commissioning changes which will better support VSOs with recruitment. The outcome of the literature review of the ‘contract culture’ material is summarised as follows:

#### **Summary: ‘Contract culture’**

*It seems that the reliance of the voluntary sector organisation on public sector income through commissioning and contracts impacts on its ability to recruit, attract and offer attractive terms and conditions to employees.*

This leads on to the next area to be considered - the attraction of the VS workforce.

## 2.3 Attraction

Clark *et al.* (2011) predict that the VS will face projected funding cuts of 2.8 billion pounds in the period 2011-15. The implied need for consolidation cuts and increased competition could be seen as having a negative marketing impact on the sector. However, there could be opportunities for staff with business skills to join a sector that is available and open to social enterprise and non-statutory income generation initiatives (Hurrell *et al.*, 2011). The shift towards the 'contract culture' brings with it the need for skilled business professionals capable of supporting the performance management and scrutiny linked to the contracts as well as being able to grasp the market opportunities to realise self-generated income for the sector through social enterprise or fundraising (Butler and Wilson 1990; Cunningham, 1999). This means that VSOs will have to compete with other sectors for staff with project management skills as well as community HSC skills (Dacombe, 2011). The voluntary sector faces a challenge in attracting staff from other, non-voluntary sectors because, generally, it cannot compete with the terms and conditions offered by other employers (Cunningham, 1999).

Hurrell *et al.* (2011) claim that graduate trainees are not attracted to the sector due to systemic failure; they claim that graduates are unaware of the opportunities and that this is due to the confusion over the sector's 'voluntary' label. Nevertheless, Hurrell *et al.*'s article acknowledges that the sector has issues in being competitive with pay due to problems with full cost recovery, short-term contracts and retendering. Hurrell *et al.* concede that even if graduates are attracted to the sector, they will have difficulty securing permanent positions; none of the graduates in their survey who accepted placements with VSOs were able to gain permanent employment with the VSO with which they were placed, due to funding issues.

A further challenge to the sector's attempts to attract staff is that traditionally VSO employees are generally committed to the mission of the organisation and often value intrinsic rather than extrinsic rewards – their expectations will differ from those of non-VSO sector employees. It is argued that VSOs often avoid the need to provide the usual extrinsic rewards because the workforce accepts the poorer working conditions as they feel that what they are doing is making a difference (Cunningham, 1999; Dutton *et al.*, 2008; Kelliher and Parry, 2011; Rutherford, 2011). A comparison can be drawn between the apparent mission attachment of VS employees and the classification of organisations by Etzioni (1961, 1964). Etzioni claims that organisations can be

classified in relation to how they control their members; it is suggested that coercive power is wielded in prisons and institutions, utilitarian power is associated with public sector organisations, and normative power is linked to organisations where moral attachment is dominant.

De Gieter *et al.* (2006) researched rewards in the nursing profession in Belgium and found that intrinsic rewards were important and that the importance of intrinsic as well as extrinsic rewards should be taken into account when considering a reward system. They argue that compliments and contact with patients are important to nurses but this does not mean that pay and benefits should be overlooked. There was little difference between the responses in relation to the value of financial, non-financial and psychological rewards. De Gieter *et al.*'s (2006) research also highlighted some demographic variables, as younger nurses valued progression opportunities whereas older, more experienced nurses valued working for a hospital with a strong brand and job security. Although De Gieter *et al.*'s research was carried out in Belgium, it is recent and has been completed within a caring profession; even though nursing is not usually grant-funded in the way that the VS is, it is nevertheless a profession that supports those most vulnerable in society, caring for their needs; therefore, some parallels can be drawn.

Kelliher and Parry's (2011) research acknowledges its limitations and suggests that value would be gained from longitudinal research focusing on the impact of government influence on HRM practices in the voluntary sector, thus linking with the focus of this research in addressing gaps in the existing literature. It could be suggested that this intrinsic motivation might be compromised by the introduction of a two-tiered structure within VSOs, which results from having staff on different contracts with different terms and conditions (Cunningham, 2011). Terms and conditions are discussed in more detail in section 2.4.

With regard to attracting staff, the shift from grants to contracts appears to have resulted in an abundance of short-term vacancies being available (Beattie *et al.*, 2001). However, it is noted that Beattie *et al.*'s research was related to Scottish VSOs, thus limiting its value to the UK as a whole. Akingbola (2004) suggests, from research carried out on Canada's Red Cross, that contract-based funding affects the retention, attraction and training of staff within the sector and this often results in staff leaving their positions as their contracts near the end of their duration.

While Akingbola's findings have similarities with other research findings, their relevance is limited as the research was carried out on a Canadian VSO.

An article by Dutton *et al.* (2008) discussing the challenges faced by VSOs in attracting and recruiting staff provides an overview of the issues faced by Scottish VSOs in 2004. Key areas of interest emerging from this article include the following: reference to limited research in this field; confusion over the term 'voluntary sector', which leads potential applicants to assume that all work is unpaid; lack of male and ethnic minority workers in the sector, which is dominated by women; competition between public and private sectors as to which offers higher benefits and salaries; capping of salaries in the voluntary sector to support shortfalls in funding; and inadequate career progression opportunities. While the challenges have been identified by the authors, there are also positives to be derived from working for a VSO, including the following: better work-life balance; flexible working; family-friendly policies; autonomy; lower incidence of tribunals compared to public and private sectors; and the fact that workers often tolerate lower wages due to having a congruent relationship with the organisation and an involvement in the decision-making process (Dutton *et al.*, 2008). Hurrell *et al.* (2011) suggest that low pay, whilst not necessarily desirable, does not deter highly skilled applicants from working in the sector due to the trade-off between salary and '*task significance*' and '*social importance*'.

A thesis identified as having relevance to this study is the 'Warm Glow' effect in VSOs and how this adds value, as it explores why people work in the voluntary sector; thus, it is of significant importance for the attraction element of the research. Rutherford (2011) looks at how altruism is a key driver for people working in VSOs and how this differs from those attracted to the public or private sector. Rutherford claims that, while the salaries for women working in VSOs are not significantly different from those in other sectors, one key outcome of the research was the identification that considerably more unpaid overtime (donated labour) is worked in VSOs than in other sectors. VSOs are competing with the public and private sectors, as staff with business skills are required to manage the New Public Management (NPM) ways of working adopted by the sector. This is why this research has such relevance; VSOs have to work to the policies of the public sector but it appears that they are unable to offer the same benefits and rewards.

The shift from block contracts to fixed-term grants and project funding is part of the 'contract culture' which appears to have created difficulties for VSOs in recruiting staff (Akingbola, 2004). Fixed-term contracts, often for just one year, are failing to provide VSOs with the attractive recruitment packages they need to compete with other sectors for the staff they need to run their services. Furthermore, the loss of the traditional staffing relationship between employer and employee due to short-term staffing patterns adds to the issues faced in resourcing the sector with the right human capital (Akingbola, 2004). Staff are reported to be leaving their positions as their contracts near the end of their durations, causing more difficulties in resourcing the sector; it could be argued that it is even more difficult to recruit staff into very short-term (possibly only weeks or months in duration) contracts.

Whilst Akingbola's research was carried out on the Canadian Red Cross, the findings appear to correspond to the outcomes of the research carried out by Cunningham and James (2007), including job insecurity and tensions due to competition for funding. Akingbola's research highlights how this shift in contracting has impacted on staff in the Canadian Red Cross; this includes negative impact on the quality of services provided, retention issues, project instability, employee distraction and low morale among the workforce. A further conclusion derived from the research by Akingbola was that contracting results in different or alternative staffing structures, which, in addition to the negative consequences listed above, adds to the complexity of administering the organisation. Administration and accountability will be considered in a separate section 2.3.2 below.

Kelliher *et al.* (2005) claim that half of the VSOs involved in their research reported recruiting problems due to the salary package offered, and they suggested that financial rewards in the VS are not sufficient to attract candidates. However, Dutton *et al.* (2008) mention that staff join the sector for altruistic reasons, meaning that VS workers are willing to take lower pay in a trade-off for making a difference, doing rewarding work and enjoying high levels of autonomy. They further argue that it is those who are most committed who stay the longest in the sector; by comparison, those who leave the sector soonest have unrealistic expectations about what the sector can offer. Dutton *et al.* (2008) and Kelliher and Parry (2008) concur that some of the benefits offered by the VS, such as enhanced leave arrangements, compassionate leave, maternity leave, and paternity leave, compensate for lower wages as the employee knows that he/she has a caring employer. Nevertheless, this research will show that terms and conditions are

being stretched and in some cases cut (see section 2.4). Kelliher and Parry (2008) argue that the VS needs to be creative, such as offering job sharing and flexi-working, in order to compensate for the lower wages. A separate section will focus on pay (section 2.3.4) due to its relevance for recruiting staff with extrinsic expectations.

Cunningham (2006) suggests that research carried out to date on why people join the voluntary sector has focused on the employer rather than the employee; consequently, there is a very limited amount of data available on the employees' experiences and why they joined the sector in the first place. It is suggested that new recruits to the sector are different from the traditional VS worker; for example, they are not altruistic and they are more likely to be registered as care workers with one or more organisations or agencies. While this new type of worker may differ from the traditional employee, it is unlikely that the same will be true for the management positions, as Kelliher and Parry (2008) found that managers were more likely to be promoted from within the sector than recruited.

Nevertheless, the shift in expectations from traditional employee to newer-style employee may have some similarities with new management and care workers inasmuch as neither are likely to have joined the sector due to commitment to a cause; they are more likely to have joined because it offers employment. Cunningham's (2006) claims are supported by Ford *et al.* (1998), who state that one in five VS employees saw care work not as their primary job but as a second job to supplement their income. In addition, Ford *et al.* (1998) note that organisations claimed to be receiving a high volume of applications for positions from applicants who were simply trying to fulfil the criteria of their unemployment status, i.e. to be seen to be applying for jobs. Practitioner experience within one brand partner organisation would appear to confirm this; clearly, it requires empirical confirmation, and is one of the issues examined in the empirical work.

Passey *et al.* (2000) highlight that in 1997 eighteen per cent of all VSOs had experienced recruitment issues in the previous twelve months. A further survey suggests that VSOs with turnovers of more than £1million have issues in recruiting for management and IT positions (Cunningham, 2001). It is argued by Wilding *et al.* (2003) that further factors are considered when deciding whether to take up recruitment in the VS, including applicants' perception of the sector, as it is seen as offering low pay with few, if any, career progression opportunities. Research carried out by Cunningham



(2010) showed that, of those surveyed, 42% had experienced recruitment problems particularly with management, and the most common reason given by respondents was poor salary level.

While this study examines the impact on recruitment, it acknowledges that there are factors linked to the VS which do and have attracted employees to work for charities. Clark *et al.* (2011) report that employees in the VS have a higher average age than those in other sectors, which may suggest that the reasons for entering the sector vary according to age. Onyx and Maclean (1996) claim that 'older workers moved for more pragmatic, family reasons' to the VS. These findings support the facts set out by Clark *et al.* (2011) in the NCVO Almanac that workers in the VS are on average older than those in any other sector. These reasons would fit with the intrinsic expectations argued as being more associated with the traditional profile of the VS employee.

Cunningham and Nickson (2011) found that people who are older or disabled feel particularly concerned about their employment once their contracts come to an end, and this has particular relevance due to the profile of employees in VSOs, as evidenced by Clark *et al.* (2011), such as older workers and staff with higher levels of disability. Cunningham (2007) identifies the need for further research in VSOs in relation to employee health and wellbeing due to anxiety caused through job insecurity and the threat of redundancy.

While it is realised that not every employee will make the same decision or have the same reaction to resource limitations, Adams' (1963) equity theory states that if employees consider themselves to be under- or over-rewarded, this can have an impact on the relationship with the employer as it causes the employee distress. The theory has relevance in this study as highlighted in section 2.3, which refers to people performing similar roles but receiving different reward packages as their terms and conditions may have been linked to a specific contract, or the employee may have been TUPE'd (Transfer of Undertakings Protection of Employment Regulations) from another organisation with protected terms and conditions. In attempts to understand why people are attracted to work in the VS, equity theory is relevant because, although employees are thought willing to accept lower pay and rewards due to their allegiance to the mission, inequity within the same workforce could be seen as a demotivator. As a result of this inequity, hygiene factors are also considered due to the relevance of job satisfaction and its link with pay, terms and conditions (Hertzberg, 1959).

Hertzberg claims that certain factors of a job are linked with job satisfaction; however, he also argues that certain aspects are linked with job dissatisfaction, such as the following (see below):

<b>Table 2.4 Factors linked with job satisfaction/ dissatisfaction</b>	
Source: present author	
<b>Satisfaction:</b>	<b>Dissatisfaction:</b>
Achievement, recognition, the work itself, responsibility, advancement and growth	Company policies, supervision, relationship with supervision and peers, work conditions, salary, status and security

If the factors listed as being linked with dissatisfaction are correct, this would appear to correspond with the areas identified in section 2.4 (terms and conditions). However, Schneider and Locke (1971) critique Herzberg's two-factor theory of job satisfaction, claiming that it confuses two levels of analysis: events (what happened) and agents (who made it happen). They state that when there are good days this is credited to the self but when there are bad days at work the onus is on others; this has relevance for this study as it examines systemic influences, branding and equity. Therefore, this research approach has relevance as it considers how people make sense of their situation and how much control they feel they have within it, rather than whether factors are intrinsic motivators or hygiene factors. This empirical work emphasises opinion as opposed to performance measures.

Parry and Wilson (2009) look at the methods used by the VS to attract employees and whether the sector uses online recruitment. It is suggested that VSOs need to look at the methods they use and what factors influence their choice of media. This might be linked with sector culture and 'the ways things are done around here' but it might also be linked with the resources available. Nevertheless, even if the reason for choice of method is based on limited resources, Hurrell *et al.* (2011) comment on VSOs' systemic failure in how they market and publicise their job opportunities. Parry and Wilson (2009) claim that recruiters are making their choice of recruitment method based on beliefs in a particular approach rather than selecting the most successful, cost-effective and efficient methods. Although this research does not examine organisational culture, it does address the impact on the internal culture resulting from the 'contract culture' changes.

As sector image is highlighted as one of the issues in attracting people, the following section 2.3.1 discusses the VS brand and whether this is a relevant factor. For the key points on attraction see the Table below.

<b>Table 2.5: Key points attraction</b> Source: present author	
<b>Author/Topic</b>	<b>Key Points</b>
Equity theory (Adams, 1963) and Hygiene Factors (Hertzberg, 1959) (Schneider and Locke, 1971)	Staff on different contracts as a result of some staff being TUPE'd creates a multi-tiered workforce in relation to terms and conditions as staff who are TUPE'd have their original terms and conditions protected and therefore staff carrying out the same roles can have different pay scales and benefits. Whilst the mission commitment factor attracts staff to the sector the removal of benefits or the difference in terms and conditions can be demotivating to employees as they may not have expected more but to have others receiving more for the same has a negative impact.
Recruitment issues (Cunningham, 2010)	A high percentage of those surveyed (42%) have experienced issues recruiting staff; the VS is not able to compete for staff when offering less attractive recruitment packages.

### **2.3.1 Brand (voluntary sector)**

According to Hurrell *et al.* (2011) and Dutton *et al.* (2008), graduates are not attracted to the VS because of the systemic failure within the sector. Brand confusion due to the sector having multiple names, including VS, charity and Third Sector, is said to be adding to the sector's difficulties in publicising itself, as it may be seen as portraying a blurred image (Dutton *et al.*, 2008). Blackmore (2004) states that the absence of a legal definition of the VS does not aid people's understanding of the term. Beaumont *et al.* (2004) refer to the importance of organisational brand in attracting talent and retaining staff; however, the article acknowledges that HR are not necessarily always as involved in marketing and branding as other functional departments are. Nevertheless, there is a growing recognition in some multinationals of the value of brand attraction, and the article states that this is also being realised by the public and voluntary sectors. Alignment of the employee with the brand and being an 'employer of choice' when there is competition for talented individuals are also acknowledged as being important for retaining talented staff (Beaumont *et al.*, 2004). Dutton *et al.* (2008) explain how the

name of the sector is confusing as it is associated with unpaid work: for example, volunteering rather than paid work. An organisation's brand is suggested to be even more vital when it relies on intangible assets, such as services (Kay, 2004; Martin, 2009).

Hurrell *et al.* (2011) claim that their research demonstrates the sector's inadequacies in its attempts to promote itself to graduates; they argue that the public and for-profit sectors are much more efficient in their sector promotion, which this is why they are more successful with their recruitment. However, a study completed by the Chartered Institute of Professional Development (CIPD) and Hays (2011) suggests that the recent increase in university fees will impact on the numbers of graduates available, thus further increasing the competition within the marketplace for talented graduates. It was reported that 39% of the UK organisations studied (n=626) are concerned about the impact university fees may have on the future availability of graduates. Table 5 in the CIPD/Hays (2011) report shows that just 1% of VSOs/community and not-for-profit groups are considering sponsoring students through university, in comparison to 20% from manufacturing and 12% from public sector organisations. The same study also claimed to be the first to look at how organisations are trying to improve their brand in relation to recruitment; actions being taken to improve the brand included employee surveys, online careers sites and extended flexible/home working.

Nevertheless, VSOs' inability to attract sufficient graduates could be attributed to factors that can be rectified, such as the following: promotion of the sector to graduates (as long as there are sufficient numbers in the marketplace) and making it apparent that there are career progression opportunities; acknowledging that the sector needs staff with professional business skills; ensuring that staff are paid and that the stereotypical view of the VSO worker (according to those graduates who responded in Hurrell *et al.*'s 2011 research) of a 'Miss Marple' type is inaccurate and outdated. While the sector statistically has a higher average age of employee than other sectors and higher numbers of disabled employees, it has the same diverse range of employees to be found in other sectors/organisations (Clark *et al.*, 2011).

Hurrell *et al.*'s (2011) research suggests an under-representation of a certain age group, such as those leaving university, rather than a brand awareness issue in general, although the reference to 'Miss Marple' stereotypes does imply a more deep-rooted issue with the sector's brand which will need to be addressed. The relevance of Hurrell

*et al.*'s findings will be particularly important in attracting those with business skills to the sector in the future if the VS is to adequately resource itself to be able to succeed in the competitive market.

In addition to the issues highlighted above by Hurrell *et al.* (2011), their study mentions that graduates were also concerned about career progression when contemplating positions in the third sector. The lack of financial sustainability within the sector is therefore impacting not only on existing employees but on the VS's ability to attract suitable candidates and retain graduates on a career path. Iles (1999) suggests that the VS needs to promote itself better and publicise its range of opportunities to a wider audience, making it clear what is on offer in terms of jobs and career progression.

One way of addressing the stereotypical view of the sector might be to highlight that staff in VSOs have higher qualifications than private sector staff, as mentioned in the NCVO Almanac (2011). This would promote the sector's image and counter the graduates' image of it as one of 'tea and sympathy'. The graduates also raised concerns about pay, and while pay is shown to be lower than that offered by the public sector, it has been proved to be, on average, higher than in the private sector (Almond *et al.*, 2000), although there is a counter argument by Clark *et al.* (2011) that salaries in the VS are lower than in both the private and public sectors. It might therefore be assumed from the above that commissioning and funding practices are having an adverse impact on staffing in the sector, which is stripping it of its most important asset. Hurrell *et al.*'s (2011) findings were based on seven case-studies in Scotland; therefore, caution should be exercised regarding the applicability of the findings to the whole of the UK.

Staff with business skills are required to manage the increased amount of administration resulting from the 'contract culture'; therefore, the following section addresses formal structures as a key part of the literature review in relation to the attraction of skilled employees. See the Table overleaf for key points on brand.

<b>Table 2.6: Key points brand</b> Source: present author	
<b>Author/s</b>	<b>Key points</b>
Hurrell <i>et al</i> (2011) Dutton <i>et al</i> (2008) Blackmore (2004)	Brand confusion. The name of the sector suggests unpaid work and the myriad of names including: Third Sector, Charity, Not-for-profit (NFP) and VS all add confusion as to what the sector actually does  Lack of legal definition of VS adds to confusion
Hurrell <i>et al</i> (2011)	Systemic failure re Brand in attracting graduates with business skills  Criticism of the VS re promoting opportunities for work – other sectors are argued as being more competent with their promotion
Hurrell <i>et al</i> (2011)	Stereotypical view of the sector ‘Miss Marple’.  Graduates associated Miss Marple types as being the typical VS worker – career paths and business skills were not associated with the VS

### **2.3.2 Formal structures, administration and accountability**

Before the advent of the ‘contract culture’, accountability for grants or block contracts would have proceeded via meetings and, possibly, annual reports, depending on the commissioners’ requirements. The pre-contract-culture accountability was less formal, with the majority of the VSOs focusing on contract delivery rather than accountability to funders. Following the introduction of the contracts and the increased requirement for accountability to ensure efficiency and value for money, there was a change in the reporting and measuring of outputs and outcomes; accountability increased. This section looks at the impact of increased accountability, both positive and negative, and the challenges the changes have brought about. Pollitt (2000) suggested that one way of addressing the concerns surrounding VS efficiencies was to introduce the principles of New Public Management (NPM), as mentioned in section 2.2.

As local authorities started outsourcing the provider element of community care services, their role shifted to one of purchaser with the responsibility for monitoring and evaluation. Kendall *et al.* (2000) and Kiwanuka and Kingston (2011) describe how the

monitoring of social care services is difficult and how it has increased, with scrutiny now applied to how money is spent rather than on the outcomes achieved.

Kiwanuka and Kingston (2011) comment on how different organisations measure their outcomes in a range of ways, and how monitoring and evaluation requirements often vary with different funders from those of the local authorities. However, it is acknowledged that the power with regard to how evaluation is conducted lies with the funder as the major stakeholder (Kiwanuka and Kingston, 2011). One of the challenges for the voluntary sector is the fact that it has traditionally focused its efforts on service provision rather than monitoring and evaluation (Dacombe, 2011).

While local authorities or other funders and grant-making trusts can impose monitoring criteria on voluntary sector organisations, Myers and Sacks (2003) query the appropriateness of importing practices such as managerial solutions from the public or private sector. Butler and Wilson (1990) highlight how the importation of the ‘commercial sector professionalism’ can clash, with the possible consequence of a negative impact on organisational values. The importation of performance management techniques and approaches from outside the voluntary sector could account for the claim made by Clutterbuck and Dearlove (1996), who state that senior management applicants have increased from 50% non-VSO to 75% non-VSO in the two-to-three-year period prior to their research.

An IBM course director is quoted by Clutterbuck *et al.* (1996) as saying that the voluntary sector is destined to take on management practices from other sectors which have already been tried and failed; the performance appraisal system is given as an example. Kiwanuka and Kingston (2011) write about the pressures of isomorphism as a result of the introduction of new public management techniques into the voluntary sector and how this can impinge on the values and mission of the organisation.

Meyer and Rowan (1977) comment on how organisations that fail to adapt to the external environment and submit to the isomorphic pressures are seen as illegitimate. It might therefore be assumed that unless VSOs adopt the required monitoring, they will not be able to compete due to legitimacy reasons, and if they do adopt the ‘alien’ monitoring systems, they will be changing the structure and values of the sector by engaging in isomorphism. Isomorphism is recognised as occurring as a result of the organisation’s need to survive due to the pressures from funders (DiMaggio and Powell,

1983; Zucker, 1987:445; Blackmoore, 2000; Baorong, 2006; McDonald, 2007; Benjamin, 2010; Harrow 2011).

While performance management of VSOs in receipt of public funding is undisputed, it is the type of evaluation, imported from the public or private sector, which is argued as being incompatible. Given that the monitoring models are being brought into the sector from outside and that the VSO often has to acquire gold standards, such as Investors in People or the ISO 9001/14001, to get onto the approved provider list, it is easy to see why the sector needs to import skills into the sector from outside if it is to survive (Dacombe and Donahue, 2011). Johnson and Scholes (1997) comment on how purchasers will only work with those on the approved provider list, as this will ensure that the minimum quality standards are met. Gold standards have evolved from the private and public sector to become a requirement for tendering; without them it is difficult for VSOs to compete.

The increase in formal structures turns the sector from a 'person' to a 'role' culture due to the complex administration involved, thus impacting on the very uniqueness of the sector with regard to its innovative, responsive and entrepreneurial nature. The culture of the VS is compared to the 'person culture' as the sector exists to serve others without self-interest; it is not-for-profit and delivers services or support to those in need or in crisis without having personal gain as a primary objective. The focus is on doing good and making a difference rather than on accountability, formalisation and standardisation, as akin to the 'role' culture which is dominated by rules and procedures (Handy, 1998). In terms of aligning this with an organisational type, as described by Mintzberg's (1983) organisational types, the 'person' role fits with the entrepreneurial organisational type identified by Mintzberg in that the organisation is generally flat in structure with a lack of standard systems, which allows the organisation to be flexible as opposed to a formal structure.

Anheier (2000) identifies how not-for-profit organisations can become complex due to their multiple bottom lines and the accountability they have to a wide range of stakeholders such as board of trustees, grant-making trusts, volunteers, service users and others. This complexity of accountability and multiple bottom lines means that the adoption of a single management tool such as NPM to monitor the performance of VSOs is difficult to fit into one management style model. Nevertheless, with the increased competition for funding and the uncertainty in which they now have to work



due to the cuts in public spending, VSOs are being required to adopt new management styles in order to compete, even if the models do not fit with the ambiguity of the VS. To exemplify the differences in the sector cultures, VSOs have been considered more 'tent-like', with other sectors possibly adopting a more 'palace-like' model; 'tent-like organisations' are seen as having more of an 'adhocracy' style (Mintzberg, 1983), as opposed to Taylorism, which is more akin to 'palace-like' or 'machine-type' organisations (Anheier, 2010).

Passey *et al.* (2000) claim that Best Value involves strict performance management in VSOs, and Cunningham (2010b) refers to the frustration that excessive administration causes in the VS, especially when organisations have to meet a range of monitoring requirements imposed by different stakeholders. Billis and Glennerster (1998) claim that the VS structure is ambiguous compared to other sectors - not because it is confused but because of the complexity of the sector and its range of stakeholders. The VS structure is flexible and adaptive to cope with change but informal in line with its culture. The traditional advantage of the VS structure has been its ability to respond quickly due to the lack of a formal structure; however, with the increase in accountability, the sector's ability to remain responsive may be compromised. With increased accountability the sector may not be as responsive to the needs of the community, but without the increase in administration it could be argued that the sector will not be able to access the funding it needs to deliver its mission.

To manage the increase in administration, including monitoring, evaluation of service-level agreements, contract management, gold standard acquisition, tendering and bidding for new grants, staff with business skills have been joining the sector. The skills required are those of dealing with and managing the increase in contract management to enable the sector to compete with other organisations. A challenge for the sector is to attract those with the right skills; this leads into the next section, which addresses the challenges involved in recruiting those with the right skill sets.

As the above would indicate, there are particular processes that appear necessary in a contract-driven organisation if the contracts are to be managed; the challenge is to develop a way of working that does not conflict with the values of the VS. One of the coping mechanisms is to ensure that the sector has the appropriate skill set, and the following section examines this further. See overleaf for the key points re formal structures.

**Table 2.7:** Key points formal structures

Source: present author

Author	Key points
Kendall <i>et al</i> (2000)	Increased accountability as a result of the ‘contract culture’. Business skills required to manage contracts and win new business – attraction to the sector is difficult to achieve as competing with other sectors offering better packages.
Clutterbuck <i>et al</i> (1996)	Importation of public/private sector accountability tools into the VS.  Mismatch of tools from other sectors in measuring softer outcomes; tools from private sector often adopted.
Cunningham (2010b)	Culture clash around allocation of resources to monitoring as traditionally the VS always allocated the majority of its resources to service delivery.  Issue with time and resource spent monitoring in a sector which traditionally put the majority of its resources into service delivery rather than accountability.

### 2.3.3 Skills

In the latter part of the twentieth century the drive for efficiencies and competition for contracts increased, and this was the time when the sector needed to start introducing management with business skills in order to compete for funding in a highly competitive market (Kendall, 2003). In John Major’s (1996) speech ‘Choice and Freedom for All’, he spoke about the need to stop looking up and to look elsewhere for funding and reduce the reliance on the State; this shift in focus in the search for income was aligned with the generation of efficiencies via a competitive target-achievement culture. Reduced reliance on the State has resulted in cuts to voluntary sector funding by the State and, as mentioned above, Clark *et al.* (2011) highlight that the sector will have to face projected funding cuts of 2.8 billion pounds during the period 2011-15. In order to survive, organisations will have to succeed in a highly competitive environment. This competitive environment will increase the need for the sector to have the right contracting and management skills in order that tenders and bids might be sought. This concurs with Hurrell *et al.* (2011), who claim that there are opportunities for staff with business skills to join a sector that is available and open to social enterprise and non-statutory income generation initiatives. Cunningham (1999) and Dacombe (2011) support the argument that the sector needs people with business skills to grasp the

market opportunities and generate income through contracts or fundraising. Dacombe (2011) also acknowledges the competitive environment for business and project management skills that the sector is entering. The challenges the sector faces in attracting staff from other sectors concern its inability to compete with the terms and conditions offered by its competitors, especially those of the public sector (Cunningham, 1999).

Dutton *et al.* (2008:31) state that '*skills such as research, strategic thinking, project management, fundraising and public relations...are highly desired*'. This concurs with claims that the VS needs to develop in many of the functional areas such as business, finance, quality standards, operational management and fundraising (Bruce and Leat, 1993, p.22; Batsleer, 1995, p. 232; Osborne, 1996; Smith 2000:183). The suggestion of a skills gap appears to conflict with Clark *et al.*'s (2011) claim that the VS has staff with higher qualifications; it can only be assumed from this that the VS workforce is skilled or educated in other areas. This inconsistency, in fact, could be an area for further research; for example, why does the VS have the workforce with the highest academic skills while apparently having significant skills gaps?

Humphrey (2003) suggests that the drive for cost efficiencies has led to a change of skill mix within the voluntary sector, including a reduction in middle management and an increase in unqualified workers on short-term contracts. Humphrey claims that the reduction in management and heavier reliance on unqualified staff are due to the increased pressure to constrain costs, and as the majority of costs go on staffing, the only way to keep the costs down is to apply Taylorist principles (Cousins, 1988). This shift in skill mix, as claimed by Humphrey, can be said to impact on quality of service as unqualified staff are expected to perform without the same levels of middle management, and short-term contract employees will be unlikely to have the commitment and motivation required to work in a sector that relies on donated labour (Cunningham, 2007). Cunningham (2010a) completed a survey on VSOs which revealed that people choose to work in the VS due to the low levels of administration; however, this is a cause of concern due to the impact the increased administration will have on employee motivation, especially those whose primary skill set is not contract management.

As contracts, as opposed to grants, tend to run for one year (although in some cases they can run for up to three years), this intensifies the amount of monitoring and evaluation the sector has to manage. Dacombe (2011) argues that as contracts often run for one year, this results in several issues including the following: financial insecurity; increased bureaucracy due to increased accountability; a requirement to invest in skills to manage the bureaucracy; and a reluctance by the commissioners to contract with grass-roots organisations unless the VSOs have the skills to manage the contracts. Kramer (1990) and Landry *et al.* (1991:23) highlight how in the UK VS there were shortfalls in management effectiveness, commercial awareness and business acumen, which became increasingly evident as the sector became more competitive and accountable. Kiwanuka and Kingston (2011) argue that the introduction of skilled management may result in the organisation's staff becoming more qualified and experienced than the board to whom they are accountable, especially if the board members are service users and the organisation is grass-roots-led with an emphasis on understanding the community need rather than the ability to contract-manage and compete for funding. This links with the arguments of Billis and Glennerster (1998) regarding VSOs working with very complex structures which are also seen as ambiguous, as referred to in section 2.3.2.

Linking in with the theory surrounding skills gaps in the VS following the shift in funding and accountability, a further skills gap could be suggested as being one of contract negotiation. Cunningham (2008a) reported that some of the VSOs in his research were training their managers to be more assertive and confident in threatening to withdraw their services if terms and conditions relating to the contracts were unfavourable; however, the strategy was really about seeing who would 'blink first' rather than actually withdrawing the services.

To attract the candidates with the right skills into the VS, it is essential to be able to offer competitive recruitment packages, especially since, as Beattie *et al.* (2001) argue, those with the skills the sector needs are attracted by different packages from those of the traditional VS employee, such as extrinsic rather than intrinsic rewards. As such, the following section will focus on remuneration given that pay is an extrinsic reward. For key points re skills, see Table 2.8 overleaf.

<b>Table 2.8: Key points re skills</b> Source: present author	
<b>Issues</b>	<b>Key Points</b>
Public funding cuts will result in increased competition for funding	Clark <i>et al</i> (2011) and Allen <i>et al</i> (2011) highlight that there will be a projected 2.8 billion in funding cuts the sector will have to face during 2011-15
Competition for staff with right skill set high - business skills are required to compete in the competitive market for contracts	Attracting staff with the right skills set when other sectors are competing for the same staff and offering better recruitment packages creates additional challenges
Skill set fit with VS culture	Traditional VSO values not aligned to high levels of administration; new recruits may have more skills than the governing board if VSOs are grass-root led
Expectations and rewards	Differences in drivers between traditional VSO staff and new employees around extrinsic and intrinsic rewards

#### 2.3.4 Pay

It is suggested that VSOs often escape the need to provide the usual extrinsic rewards due to the fact that the workforce accept the poorer working conditions as they feel that what they are doing is making a difference (Kelliher and Parry, 2011). However, Zimmeck (1998) claims that even the most committed employees have to meet their basic needs, and if their basic living costs are not being met loyalty, even among the most loyal, becomes strained. Nevertheless, Dutton *et al.* (2008) highlight that low pay is not unattractive to VS employees if their values are met. While Dutton *et al.* (2008) claim that low pay does not necessarily affect existing employees if their other needs are being met, low pay is not attractive to potential employees. These claims are consistent with Cunningham's (2005) belief in terms of alliance with ethos compensating for financial rewards.

Kelliher and Parry's (2011) research acknowledges its limitations and suggests that value would be gained from longitudinal research focusing on the impact of government influence on HRM practices in the voluntary sector, thus linking with the focus of the proposed research in addressing gaps in existing literature. Cunningham and Nickson (2011) raise concerns, as staff might be employed within the same organisation on different terms and conditions and yet perform similar roles. This occurs when staff are

transferred under TUPE, as their existing terms and conditions have to be protected, resulting in more than one tier at the same level. It could be suggested that intrinsic motivation might be compromised by the introduction of a two-tiered structure within VSOs, which results in staff being on different contracts with different terms and conditions (Cunningham, 2011). This is examined further in relation to the impact on employees with regard to equity; equity theory is addressed below.

Staff who have traditionally worked for the sector for many years often accept the lack of financial benefits as something that goes hand in hand with working for a charity (Beattie *et al.*, 2001). Although this is reported to have been going on for some time in many organisations, there comes a point when staff are no longer able to survive on their remuneration, at which point it is suggested that the psychological contract becomes strained. Employees are reported to initially carry on with their service delivery but at the same time lose commitment to the management structure and eventually leave the organisation due to their basic needs no longer being met.

The loss or lack of a competitive remuneration package is likely to result in a breakdown in relations with management, and the arrival of staff from other sectors with different remuneration packages puts further strain on the situation. When staff are working in similar roles but their rewards vary, commitment can be compromised due to inequity, and this can be explained by Adams' (1965) equity theory. Adams' theory claims that people compare their rewards with others, and if rewards are not equitable justice will be sought; it is argued that if pay is not perceived to be fair, motivation will be withdrawn with the ultimate consequences of grievances, tardiness and resignation. However, a criticism of equity theory is that it stems from experiments in laboratories rather from real-life experiences; thus, its authenticity can be questioned (Huseman *et al.*, 1987).

Almond *et al.* (2000) identify that, overall, average salaries are higher in the public sector, with the lowest pay, on average, being in the private sector. (See overleaf)

The following Table is an extract taken from Almond *et al.*'s (2000, p. 58) article:

<b>Table 2.9:</b> Percentage of income bands by sector of employment in relation to hourly pay rates					
	Private	Public	Third (VSO)	Other non-private*	All sector total
£3.60 and below	20.2	6.3	16.8	14.5	16.3
Above £3.60	79.8	93.7	83.2	85.5	83.7
Total %	100.0	100.0	100.0	100.0	100.0

*(\*Almond et al 2000 acknowledge difficulties in defining 'other non-private' and state that this is a residual category where employees self-certify and that self-certification appears to relate to a mixture of for-profit, third sector, mutual financial intermediaries and community business; accounts for 1% of all employment).*

The above Table shows the distribution of pay across the sectors. The Table shows that the lowest pay is in the private and third sectors, with just 83.2% of employees in the third sector earning over £3.60 per hour in comparison to 93.7% in the public sector.

However, in a more recent study Clark *et al.* (2011) identify that pay is lowest in the VS, with average weekly pay in 2010 being £397.71, while pay in the private sector (on average) was £452.60 and pay in the public sector (on average) was £466.53. Averages are based on all grades of staff (XpertHR, 2010). The differences in the pay levels reported by Almond *et al.* and XpertHR are assumed to be due to the time when they were conducted. Almond *et al.*'s research was carried out in 2000 while the XpertHR research relates to 2010; over this ten-year period contracts and cost efficiencies in the VS have been more apparent, and this may be why the VS has gone from having an average pay higher than the private sector to being the lowest paid of the three sectors: public, private and VS.

XpertHR (2010) also identified that the gross hourly rate for men in the VS was £15.25 while gross hourly pay for women was (on average) £11.24, which is 36% lower than men's pay. It is also reported that the median earnings of a VS CEO in 2010 were £71,907 while a non-professional's salary was £13,661 (on average) – a ratio of 5:1 (XpertHR, 2010). However, the FTSE 100 companies' CEO average median salary was 139 times greater than the lowest-paid employees (XpertHR, 2010). This appears to

show that there are much smaller differences in pay ratios in the VS and that the difference in pay between men and women in the VS is considerable (XpertHR, 2010). There are 522,000 (68%) women working in the voluntary sector and 244,000 men; the percentage is comparable with the public sector where women account for 64%, but in the private sector women comprise just 39% of the workforce (XpertHR, 2010). While, in section 2.3, Rutherford (2011) is noted as claiming that there is no significant pay disparity for women, Clark *et al.* (2011) highlight, from research carried out by XpertHR (2010), that there is a gender pay gap within the VS.

As the voluntary sector competes with the public and private sectors for its staff, the above analysis is an obvious issue. Were the VS to continue paying its historical remuneration pre-'contract culture', it might have to rely on the traditional type of employee whose values and expectations were met without tangible rewards. However, with the increase in scrutiny and competition, which requires tendering skills, new business recruits are not willing to accept lower wages in return for increased autonomy and other intangible benefits such as flexitime as they have extrinsic expectations (Kelliher and Parry, 2008). Lower wages in the VS translate into a gross hourly pay difference of 36% between men (£15.25 per hour) and women (£11.24 per hour) (LFS, 2010).

Cunningham (2010b) reported that only four out of 24 organisations who responded confirmed that they were aligning their pay and terms and conditions with local authorities (LA); these four organisations were notable in that they operated with relative financial security as they had diversified their funding strategy and were not totally reliant on LA income. The same research found that organisations that were more reliant on local authority funding had more difficulty aligning their staff salaries with the cost of living. In addition, Cunningham's study identified inequalities within organisational pay as some staff had been TUPE'd as a result of the 'contract culture' and received different pay and benefits; this was illustrated by the case of Supporting People and the different benefit entitlements received by staff working within this funding stream. The study also identified how local authorities were failing to offer sufficient funding to cover overhead costs. Cunningham (2010b) reports how VSOs are funding their own shortfalls and consequently adding to their difficulties in maintaining terms and conditions for staff. Cunningham (2008a) claims that some local authorities had no sympathy for VSOs that had to take funds from their reserves to cover the shortfall in income from their contracts. This raises the questions of whether VS



contingency funds/reserves are fully understood by funders in terms of their importance and the need for a winding-up provision, especially in such a competitive and turbulent market. The NCVO (2013) highlights the fact that VSOs should have sufficient reserves to allow for resource management in order to be able to fund the working capital of the organisation. Reserves are also required to support any notice period or exit strategy associated with organisational delivery.

Cunningham (2008a) identified how VSOs have traditionally linked their pay scales to Local Authority National Joint Council (NJC) scales, and 11 of the 24 organisations in the sample were found to be still doing so. But some of the organisations pointed out that this was dangerous as uplifts from local authorities did not fully cover costs and they were left with a shortfall. With VSOs unwilling or unable to align their pay scales with those of the local authorities, this can only have a negative impact on their ability to attract the best candidates to the sector. Cunningham (1999), Dutton *et al.* (2008), Kelliher and Parry (2011), Kiwanuka and Kingston (2011), and Rutherford (2011) state that the candidates who are attracted to the sector are those who have not traditionally pursued extrinsic rewards and who have been willing to provide their time and effort due to the alignment of their personal values with the mission of the organisation for which they are working.

Another difference within the voluntary sector workforce is its willingness to work extra hours without pay and to forgo time off in lieu. This donated labour is a result of the high level of discretionary effort from staff, which could be due to the commitment of the employee to the employer's mission. The VS is reported as having the highest amount of donated labour, and Bussell and Forbes (2006) query whether staff who carry out tasks free of charge should not also be registered as volunteers. This is an area for further research as it is beyond the scope of this research topic.

Russell *et al.* (1996) highlight how VSOs live with financial uncertainty and eleventh-hour budgetary decisions as this could be argued as having an impact on the ability of the VSO to offer competitive rewards and benefits as well as attractive salaries. While there is limited research on rewards and benefits in the voluntary sector, Almond *et al.* (2000) and Clark *et al.* (2011) have found that voluntary sector pay falls below that offered in the public sector. Cunningham (2001) claims that the changes in state policy have had a negative impact on VS pay levels. As rewards and benefits take on a

different meaning for the non-traditional VS employee, the following section looks at the impact of rewards and benefits in VS recruitment.

The following section looks at rewards and benefits in the VS. See Table 2.10 below for key points in relation to pay.

<b>Table 2.10</b> Key points re pay Source: present author	
<b>Author</b>	<b>Key points</b>
Kiwanuka and Kingston (2011)	Altruism. Some staff work for less as personal values are aligned to core mission of the organisation
Cunningham and Nickson (2011)	Multiple tiered organisations. Organisations are becoming more complex as contracts result in TUPE meaning staff with different terms and conditions can be working in a similar role but for different rewards. Equity theory and Hygiene factors considered.
Cunningham (2010b); Morris (1999)	VSOs funding shortfalls in contracts. Impacts on reserves of VSOs who are covering shortfall in contracts
Cunningham (2010b)	Pay structures. Some VSOs have had to opt out of aligning their salaries to those of the NJC.
Bussell and Forbes (2006)	Donated labour in VSOs. Willingness to work extra hours for no pay is higher in the VS than in any other sector
Russell <i>et al</i> (1996)	Financial uncertainty. VSOs work in an environment when eleventh hour budgetary decisions can be made
Almond <i>et al</i> (2000) Clark <i>et al</i> (2011)	Rewards and benefits. VS unable to compete with public sector in offering similar rewards and benefits therefore recruitment packages are less attractive to those looking for extrinsic rewards

### 2.3.5 Rewards and benefit packages

Several references have been made above to the different expectations of traditional VSO employees and those of newer employees now entering the sector, as charities are becoming more and more of a business and therefore require a new type of employee who can manage the monitoring and contractual requirements associated with the 'contract culture'. This new type of employee is argued as having extrinsic expectations, such as competitive salaries linked with benefits and rewards comparable to their level of expertise within another sector. Failure to provide and meet the expectations will

result in the VS being unable to attract suitably qualified candidates; it will also bring increases in attrition, a loss of human assets and a negative impact on the brand as the sector will be seen as uncompetitive and unprofessional. Research has been carried out by Kelliher and Parry (2008) to establish what expectations employees have and what rewards they would value. The research has thus far shown what traditional VSO employees value: flexibility, having low levels of administration (although accountability is increasing with the 'contract culture'), low levels of stress, autonomy, generous leave, and involvement in decision-making; for such rewards they are willing to work for lower pay. Meanwhile, new employee types value pay and career progression. These motivation drivers are consistent with the findings as detailed above in relation to De Gieter *et al.*'s (2006) research, which highlighted demographic variables as younger nurses valued progression opportunities whereas older, more experienced nurses valued working for a hospital with a strong brand and job security.

Cunningham (2001) found that 32% of the organisations involved in his research reported adverse changes in their terms and conditions during the previous three years. Cunningham's research concurs with the assertions above about how charities have deviated away from aligning their pay with the public sector and also how terms and conditions have suffered as organisations have had to cut holiday entitlement, sabbatical leave, sick pay, TOIL and employers' contribution to staff pensions (Cunningham, 2001). The research further claims that the cuts to terms and conditions are the result of public sector cost-cutting. Cunningham found that 41% of organisations also reported an increase in the numbers of casual staff employed, and that VSOs are including clauses in their staff contracts to make it clear that continuation of employment is dependent on future successful funding bids. CiPD and Hays (2011) placed approximately 50,000 people in permanent positions and 180,000 in temporary positions in 2010, thus highlighting the fact that temporary positions outnumber permanent ones by more than three to one. Clark *et al.* (2011) state that more than six in every ten workers in the VS were on fixed-term contracts, which would suggest that the ratio of fixed-term contracts is higher in the VS than in other sectors. The findings from CiPD and Hays are considered to have credibility as Hays (2011) claim to be the world's leading recruiters in qualified and professional staff, from healthcare, banking and construction to IT in private, public and not-for-profit (NFP) organisations.

With the increase in competition for contracts, organisations are being forced to drive down the costs of their services. This is seen as having an adverse impact on the terms

and conditions of staff, as income from contracts is reduced and organisations are required to lower their costs; otherwise they will be uncompetitive and unable to win the contracts. Humphrey (2003) and Kiwanuka and Kingston (2011) argue that driving down costs impacts on pay, pensions, hours, training and annual leave and is also resulting in a flatter structure within VSOs due to the limited resources available. Flatter structures may enable organisations to increase the competitiveness of their terms and conditions in order to attract the right candidates. For key points on rewards and benefits packages, see Table 2.11 below.

<b>Table 2.11: Key points Rewards and Benefit Packages</b>	
Source: present author	
<b>Author/source</b>	<b>Key points</b>
Clark <i>et al</i> (2011)	High levels of temporary employment.  Impact on rewards, benefit packages due to the short-term contracts available.
Kelliher and Parry (2008)	Expectations: Intrinsic vs. extrinsic.  VSO employees value: flexibility, having low levels of bureaucracy (however administration is increasing with the ‘contract culture’), low levels of stress, autonomy, generous leave and being involved in decision making and for such rewards they are willing to work for lower pay. Whereas newer employee types value: pay and career progression.
Cunningham (2001)	Reduction in benefits of existing workers to reduce costs.  Some VSOs report that they have had to cut their employees terms and conditions ranging from sick entitlement to sabbaticals.
CiPD and Hays (2011)	Temporary contracts outnumber permanent opportunities available.  CiPD and Hays (2011) report for every permanent position they fill there are more than three temporary positions.
Humphrey’s (2003)	Flatter structures in VSOs as a result of cutbacks.  Increase in numbers of unqualified staff and numbers of middle managers.

### ***Transfer of Undertakings (Protection of Employment) Regulations (TUPE)***

With the prevalence of the 'contract culture' and VSOs bidding and being either successful or failing with tenders, there has been an increase in the movement of staff between organisations as contracts are won and lost. This movement of staff between organisations as contracts change hands involves Transfer of Undertakings (Protection of Employment) Regulations (TUPE), resulting in staff within the same organisation having a variety of different terms and conditions (Morris, 2001). Staff are not only moving from organisation to organisation but are also moving across sectors; for example, public sector employees may be TUPE'd into the voluntary sector. This may impact on the psychological contract between employer and employee as the employee may find him/herself working for an organisation to which he/she did not apply; this impact is arguably the same for employees moving from one sector to another – not necessarily just VS employees.

Thus, VSOs have issues with recruiting into the sector, while there may also be discontent among staff working for organisations to which they may not have applied. And, as explained above, the transfer of employees creates a multi-tiered workforce as the terms and conditions of those TUPE'd over are protected and are often different from those of the recipient organisation (Morris, 2001). While this multi-tier consequence of the 'contract culture' may not remove benefits from existing employees, equity theory and hygiene factors demonstrate the negative impact such variations in benefits within the same organisation can create.

Haiven (2000) claims that recruiting people into the voluntary sector is not easy; 'it is time consuming and labour intensive'. Haiven also states that there are four factors that make recruitment in the voluntary sector significant. Firstly, there are limited resources in the voluntary sector, which has to be factored into recruitment campaigns. Secondly, choosing the right person for the job is important. Thirdly, the sector seems to be constantly recruiting, with turnover rates of twelve to nineteen per cent. The fourth and final factor is morale, as recruiting a member of staff who does not 'fit' or who 'undermines' colleagues can impact on the morale of colleagues. However, it could be argued that these four factors could be applied to any sector and are not solely representative of the voluntary sector.

Young (1987) claims that as VSOs provide services they require staff for labour-intensive roles which would not appeal to a number of people. A counter-argument to

Young's assertion is that VSOs also have difficulty recruiting people for management roles as well as labour-intensive roles. However, the difficulty in attracting managers may bear out Young's suggestion that few people want to work in the sector per se.

The outcome of the literature review in relation to attraction has been summarised and synthesised in section 2.5.

### **Summary: Attraction**

*It seems that the reliance of the voluntary sector on the external environment for scarce human resources impacts on its ability to offer competitive remuneration packages.*

The next section considers terms and conditions in order to establish what impact the 'contract culture' has had on employee contracts.

## **2.4 Terms and conditions**

Cunningham (2001) claims that 32% of staff surveyed reported adverse changes in their remuneration packages; for example, the linkage of staff salaries to public sector pay had been broken, annual leave and sick leave had been cut, and sabbaticals, TOIL and pensions had also been badly affected. VSOs are under pressure to compete in a market that offers contracts, and balancing the requirements of the funders with the demands of the staff in regard to their terms and conditions is challenging (Cunningham, 2008a; Cunningham and Nickson, 2011). With the negative changes to their terms and conditions, it is perhaps unsurprising that 42% of respondents in the same study reported recruitment issues.

However, it is unclear whether the difficulty in attracting graduates adds to the recruitment issue as referred to by Hurrell *et al.* (2011) or whether the issues are entirely linked to poor terms and conditions due to the impact of the contracting culture. Contract-based funding appears to result in short-term contracts which affect the staffing pattern of an organisation and are contrary to the usual employee/er relations referred to above (Akingbola, 2004; Nye, 1988). It is not an unreasonable belief held by practitioners that inferior terms and conditions, especially when targeting different talent pools from the public and private sector, who may have higher expectations in relation to extrinsic rewards, are impacting on the quality of applicants, and this study

tests this assumption. It is reported that 62% of staff working in the VS are on fixed-term contracts (FTC), with an additional 18% of temporary employees on contracts lasting for between one and two years (Clark *et al.*, 2011). In comparison, 66% of employees in the public sector are on FTC and 30% of employees in the private sector are on such contracts. It is claimed that 10% of employees in the VS were looking for jobs, in comparison to 7% in the private sector and 6% in the public sector (Clark *et al.*, 2011).

Cunningham (2007) identifies VSO employees who are concerned about changes to terms and conditions in relation to health and safety and job design and their ability to manage any changes, which may inadvertently impact on childcare arrangements and wellbeing of clients. A study carried out by Kelliher and Parry (2011) highlighted that 53% of recruitment issues identified by respondents related to organisations' inability to meet the salary expectations of potential new recruits. This is reinforced by Dutton *et al.* (2008), who claim that the voluntary sector has higher vacancy rates than any other sector. If Dutton *et al.* (2008) are correct in claiming that employees who remain within the voluntary sector for the longest period of time are those who have the right personality and attitude and are willing to invest time and effort to ensure the wellbeing of clients, as opposed to those who leave after a shorter duration who are identified as having unrealistic expectations and are inflexible, this implies the existence of different expectations of employees whose values and behaviours are aligned with the organisation.

Clark *et al.* (2011) report that 18% of VS employers had vacancies, with 4% stating that it was difficult to find professional staff for certain positions; the failure to recruit was due to uncompetitive terms and conditions. The breakdown of the causes of recruitment difficulties was as follows: 35% low number of applicants, 20% poor terms and conditions, 18% lack of experience, 14% lack of qualifications, and 14% not really interested in doing the job (National Employers Skills Survey, 2009). The 20% linked with poor terms and conditions is of importance as this suggests an inability to compete with the other sectors and the packages they offer.

Akingbola (2004) claims that contract-based funding has an effect on staff. When temporary or casual staff are employed, this impacts on the structure of the organisation; the usual, positive relationships with employees are not formed and this consequently has an impact on the quality of the staffing patterns as contracts lead to the hiring of

temporary staff. This affects working relationships, which impacts on the effectiveness of the services. This is linked with the notion that the effectiveness of organisations is dependent on the resourced-based view (RBV), which involves investing in staff and supporting them with training and development to develop the human capital of the organisation for the future. With the advent of a transient workforce, it is argued that RBV cannot be achieved as asset stripping will occur, which is an issue in the sector due to the precariousness of the funding climate associated with the ‘contract culture’.

The adverse impact is said to include increased workloads for staff, with 80% of respondents reporting an increase in workload due to hard-to-fill vacancies (National Employers Skills Survey, 2009). See the Table below for key points on terms and conditions.

<b>Table 2.12: Key points terms and conditions</b> Source: present author	
<b>Author/source</b>	<b>Key points</b>
Cunningham (2001)	Terms and conditions reduced. Cuts in pay, leave, TOIL etc. as VSOs are fighting to remain competitive when costing contracts.
Akingbola (2004)	Short termism impacts on employer: employee relationship.  The usual employer: employee relationship does not form when staff are on short terms contracts. Employees are continually looking for alternative employment and short termism is also argued as having an impact on health and safety, childcare and wellbeing of clients.
National Employers Skills Survey (2009)	Uncompetitive terms and conditions.  Difficulties recruiting in the VS as benefits not competitive – impact on existing staff as they are having to absorb the workload associated with the vacant positions as well as their own workloads.
Akingbola (2004)	Resourced Based View of competitive advantage compromised with short termism.  When staff are transient it is not possible to maintain or develop the usual working relationships or have the time to train and develop staff on short term contracts.

The degree of acceptance of uncompetitive terms and conditions by those who work in the sector can be linked with the values of the employees in relation to expectations surrounding intrinsic and extrinsic rewards. The following section addresses this issue.



### 2.4.1 Intrinsic vs. extrinsic rewards

It is acknowledged that the rewards and benefits in the VS financial packages are lower than those in the public sector (Almond *et al.*, 2000). Section 2.3.4 highlights the changes in pay in the VS over the last ten years and a comparison is made with the findings in the research carried out by Almond *et al.* (2000) and XpertHR (2010). However, research demonstrates that those committed to working in the voluntary sector value other benefits not necessarily linked to financial gain (Cunningham, 1999; Beattie *et al.*, 2001; Dutton *et al.*, 2008; Kelliher and Parry, 2011; Rutherford, 2011). Flexi-time and autonomy are reported by Kelliher and Parry (2011) as being greatly valued along with the intrinsic rewards the employees receive from knowing that their work is making a difference to society and, quite often, to a group in society that they wish, for personal reasons, to support. However, with the changes in commissioning of community services and the increased requirement for staff with business skills, the sector is bringing in staff from other sectors whose motivators are different from those who have traditionally 'worked for a good cause' (Beattie *et al.*, 2001). The new type of voluntary sector employee has expectations of pay and benefits (and possibly progression), which are more akin to those of extrinsic rather than intrinsic rewards, thus creating a mixed culture co-existing alongside others. VSOs are being forced to bring in these staff in order to compete in the contracting climate and secure work in order to survive.

Cunningham (2006) identifies a further issue in recruiting, as staff recruited from private industry for their business skills may not stay with the organisations as they have entered the sector as a career move rather than because they are committed to the values of the particular VSO (Leat, 1993). Zimmeck (1998), Kiwanuka and Kingston (2011), and Cunningham (2005) claim that people who work for VSOs do so because they have a moral commitment and are prepared to work for lower extrinsic rewards. It has been suggested that VSO workers tolerate poor working conditions and rewards because they feel that what they are doing is making a difference to someone else's life and is for the greater good (Beattie *et al.*, 2001).

While this has been the common view, further research carried out in the USA suggests that intrinsic motivation changes as pay becomes uncompetitive compared to that in other organisations. This might be linked with the theory surrounding hygiene factors and Adams' (1965) equity theory, as mentioned in section 2.3.4, that while additional

pay cannot be a motivator, inequity or removal of benefits can be a demotivator. Furthermore, empirical research argues that dissatisfaction with pay affects the employees' commitment to the organisation; this is known as 'mission detachment' and is put forward as the reason why employees leave the sector (Brown and Yoshioka, 2003).

With regard to the argument that employees who work for VSO accept lower terms and conditions as a result of mission commitment, these workers have expectations which, if not met, are seen as an issue; for example, VSO employees have an expectation that they will be involved in decision-making (Lloyd, 1993). While it might be considered a reasonable trade-off to involve employees in decision-making in return for their commitment, the scenario is complicated by the presence of stakeholders who are already involved in decision-making within the VS; this makes the policy difficult to fully realise and could lead to a failure to meet expectations. Alatrasta and Arrowsmith (2003) reported that many VS workers felt that they were not involved in decision-making and that they were treated like 'fools' by management even though they had significant experience. Conway and Monks (2008) and Parry and Wilson (2009) suggest that involvement in decision-making is seen as a coping mechanism for dealing with the challenges in the VS, such as funding cuts and increasing expectations with scarce resources.

If the expectations of the staff cannot be met due to changes in structure, such as the introduction of staff with different and conflicting values, this could pose a problem as staff will feel less inclined to remain committed to the mission. A change in structure and the multiple terms and conditions, which are a symptom of the 'contract culture' due to TUPE and mergers, will impact on the culture within the sector. The structure of the VS is described as ambiguous by Billis and Glennerster (1998), and although the term 'ambiguous' is used it is used in the context of complexity rather than having a negative connotation, Handy's (1998) description of three-fold organisations refers to the three key areas of focus, which are delivery of support, services and campaigning. Anheier (2000) suggests that the complexity of the VS far exceeds that of other sectors; he cites the diverse stakeholders, income streams and line management of paid and unpaid staff as justification for the claim. The following section looks at how the cuts are impacting on the culture of VS employees given the complexity in which the sector operates. For a summary of intrinsic vs extrinsic key points, see table 2.13 overleaf.

<b>Table 2.13: Key points intrinsic and extrinsic rewards</b> Source: present author	
Author/source	Key points
Kelliher and Parry (2008)  VSO (Leat, 1993)  Zimmeck (1998)  Kiwanuka and Kingston (2011)  Cunningham (2005)	Different motivators.  Traditional VS workers reported as motivated by intrinsic rewards whereas the newer recruits into the sector with the business skills are seen to have extrinsic expectations.
Brown and Yoshioka (2003)	Shift in motivation.  A further area for research is suggested as being around whether motivators change for example if someone joins the VS with extrinsic expectations whether this can be seen to change over time. Also mentioned in section 2.4.2.
Adams (1965)	Equity theory and hygiene factors.  Whilst pay is not necessarily a driver for the traditional VS employee equity is – however, if there are other paid staff receiving different rewards for example higher pay due to TUPE this can be a demotivator therefore suggesting the hygiene factors have an impact in some circumstances

#### **2.4.2 Cuts in benefits and impact on culture**

The introduction of new-style workers into the sector, who have different expectations, may have an impact on the culture within organisations. For example, there are the employees who work above and beyond what is required in return for little extrinsic reward. They do not expect pay increases, they appreciate the precariousness of the funding environment and work on short-term contracts, and they do not expect to take TOIL or any other benefits as they feel that what they are doing is for the greater good of others (Beattie *et al.*, 2001). Then there is the new-style workforce who have higher expectations in terms of pay and benefits and in some cases might be seen as working to rule, with TOIL being taken and commitment to the mission being secondary to their own career progression. Dutton *et al.* (2008) argue that those who remain in the sector for longer are those most committed to the mission.

The differences explained above in relation to the dissimilar motivators of the workforce lead to a variety of cultures operating within similar working environments. Culture clashes often occur due to the added pressure of the 'contract culture', which increases administration and instability within the organisation. Kiwanuka and Kingston (2011) explain how competitive pressures impact on service quality, morale and turnover within the sector. A further conflict in culture stems from the fact that VSOs' governance was not traditionally about monitoring and evaluation but about achieving democratic accountability and in ensuring that people from the local community are helped with their needs.

In addition to the different motivators identified for mission-committed and mission-detached workers, there are also different subcultures operating within organisations due to the different tasks, roles and contracts. For example, someone who has been TUPE'd into the organisation may enjoy more favourable terms and conditions than longstanding employees carrying out similar duties. The introduction of workers following TUPE will have an impact on the cultures operating within the recipient organisation as the TUPE'd staff will have been accustomed to working within a different environment with different systems, controls, procedures and policies. An example of the detrimental effects of introducing new cultures into existing successful cultures can be seen in the AT&T's acquisition of NCR. AT&T had a decentralised, flat and politically correct culture while NCR was conservative, hierarchical and highly controlled; the incompatibility of the cultures resulted in failure, with a US\$4 billion divestment cost (Kanellos and Peline, 1998).

A further issue identified as having relevance to culture is cultural differences within the same organisation, including subcultures or co-cultures. These subcultures can be seen within departments and may be linked with functional roles, grades/levels of responsibility, length of tenure (cultures that existed in the organisation for many years previously) and newly introduced cultures emerging from mergers and acquisitions of contracts. While it is beyond the scope of this research to explore functional cultures within organisations, this study recognises the differences within organisations and the impact the different cultures can have on the workforce, especially in a sector that has altruistic and mission-committed values. These values may become diluted if the culture changes to one of competition, individualism and expectations of tangible rewards. Drucker (1989) claims that even those with good intentions in business have to focus on the bottom line. While no evidence has been noted in the research accessed to date, it

would be interesting to explore whether there has been a cultural shift from any of the mission-detached employees after they have been with an organisation for a period of time. The possibility of dual commitment and whether it is possible to be both mission-committed and in pursuit of extrinsic rewards has been raised by Gordon and Ladd (1990). While the psychology behind the individual employee drivers is beyond the scope of this research, it is recognised that employees are not homogenous and that degrees of values and commitment will vary even within mission-committed and mission-detached employees.

Kiwanuka and Kingston (2011) suggest that introducing a different sector's culture into the VS will create ambiguity and impact on organisational values as emphasis will shift from participation to individualism. If cultures change, VS values will be replaced by risk-taking, competitive positioning, greater efficiency and increased performance management.

Cunningham and Nickson's (2011) findings show how the 'contract culture' is linked to job insecurity and that the insecurity is more profound for older and disabled employees as they are more concerned about being able to find alternative employment once their contracts have come to an end. Clark *et al.* (2011) report on the higher numbers of older (35% over 50 years compared to 32% public and 27% private sector) and disabled workers (20% as opposed to 15% and 14% public and private sectors respectively) in the VS, which further compounds the issue compared to other sectors.

Paton and Cornforth (1991) claim that recruiting staff from other sectors has had an impact on traditional VSO workers due to the differences in the cultures. Paton *et al.* state that non-VSOs have their own cultures and that there is little commonality between VS culture and those within the for-profit and statutory sectors. Haiven (2000) supports this assertion, claiming that public sector motivation is linked to personal development whereas VS motivation stems from altruism and giving to others. As culture is associated with the 'way things are done around here', any changes in how things are actually done can impact on the psychological contract between the employee and the employer. Due to the significance of the intrinsic rewards and the amount of donated labour in the voluntary sector, any impact on the psychological contract might be detrimental to the employee; given this importance, the following section looks at the impact on the psychological contract when changes are made to terms and conditions of

employment. For key points relating to cuts in benefits and the impact on culture, see Table 2.14 below.

<b>Table 2.14:</b> Key points regarding cuts in benefits and impact on culture Source: present author	
Author	Key points
Dutton <i>et al</i> (2008)	Mission commitment linked with length of service.  Staff who stay in the sector for longer are argued as having values more closely aligned to the mission of the organisation than those who leave after shorter durations – shorter stays with an organisation are associated with staff who have unrealistic expectations of the sector and what it can offer
Kiwanuka and Kingston (2011)	Cultural clash re accountability  Conflict in culture is that VSOs governance was not traditionally about monitoring and evaluation but about achieving democratic accountability and in ensuring that people from the local community are helped with their needs
Kiwanuka and Kingston (2011)	Value clash  Suggested as changing in the VS from participation to individualism due to competitive market and new entrants in the workforce

### **2.4.3 Impact on the psychological contract resulting from changes in terms and conditions**

Schein (1978:48) defines the psychological contract as ‘*a set of unwritten reciprocal expectations between an individual employee and the organization*’. The unwritten, virtual and unspoken contract is one which assumes that either the employer or employee should receive a certain payback (not necessarily financial) for any act or actions undertaken by them that obliges the other party to reciprocate. Guest (1998:649) claims that there is growing interest in the psychological contract as traditional employer-employee relationships become challenged due to the changes in the external environment, in particular the ‘*emerging ‘contract culture*’’. Guest’s article states that the traditional psychological contract is no longer the norm in an environment where employer-employee relationships are short-term. If short-termism is suggested as being

a barrier to traditional employer-employee relationships, it is arguably more prevalent in organisations that operate with a transient workforce due to the ‘contract climate’. In organisations where staff are TUPE’d over into other VSOs, it could be suggested that there will be a strain on the development of the traditional relationship and, as Guest’s article highlights, breach of the psychological contract results in attrition as opposed to “...higher job satisfaction, higher organisational commitment, higher reported motivations and a positive evaluation of employment relations...” (p. 661). This claim is supported by Morrison and Robinson (1997:242), who state that any break in the psychological contract will have a negative impact on the working relationship, which can result in resentment and disappointment.

While the psychological contract is not generally associated with pay in isolation, Cunningham (2010a) argues that the greatest violation of the psychological contract concerns pay and work intensification. Changes in terms and conditions will have a detrimental impact on employee commitment, given that employees in the sector have the same cost of living pressures as workers in other sectors (Zimmeck, 1998).

Staff who have traditionally worked in the sector for many years often accept the lack of financial benefits as inevitable when working for a charity. Although this has been the case for some time in many organisations, there comes a point when staff are no longer able to survive on their remuneration, at which point it is suggested that the psychological contract becomes strained. Apparently, when this occurs employees initially carry on with their service delivery, but at the same time they lose commitment to the management structure and eventually leave the organisation due to their basic needs no longer being met. This breakdown in relations with management alongside the introduction of staff from other sectors with superior remuneration packages puts further strain on the situation. Leat (1993) argues that the public and private sectors have different goals, missions and values; for example, in private and public sectors acquisition of resources is a means to an end whereas in VS the resources are the means to the end (Kiwanuka and Kingston, 2011).

Cunningham (2008a) and Kelliher and Parry (2011) state that the relationship with the funders is unequal. As the funders hold the budgets, the power lies with them; thus, they are able to dictate the terms. The increased pressure to meet contractual requirements together with stagnant or diminishing terms and conditions are argued as being unsustainable and the question is: When does the tipping-point kick in? Initially the

relationship between employer and employee becomes strained; however, the worker carries on providing the service in the main due to the mission commitment. However, the time will arrive when the employees' basic needs are no longer being met; for example, they can no longer afford to work for the salary on offer and they will resign. Time spent by the employee looking for alternative work may also have an adverse impact on the quality of service provision as the employee may have been focused on job searching rather than service delivery.

As mentioned above, the traditional VSO employee is working towards a common goal rather than taking an individualistic approach for personal gain, but when accountability and structures change as a result of external pressures workers are often resistant to change. Kiwanuka and Kingston (2011) mention that those who are resistant to change are known as 'boat rockers'. It is important that the sector does not exploit the discretionary efforts of its workforce as commitment can only be stretched so far before the tipping-point occurs. In the past, VS employers were able to align their pay scales with those of the local authorities as they were keen to be seen as 'good employers' by funders (Ball, 1992). However, this is no longer possible as public funding cuts are stretching VSOs to the limit financially. As mentioned above, the only VSOs that are surviving and continuing to retain the pre-'contract culture' terms and conditions for their employees are those that have diversified their income streams and, as such, have gained a degree of independence from local authorities. From the empirical research available, it can therefore be considered that, in relation to the impact of the 'contract culture' on the psychological contract, the reliance on public sector income impacts on the psychological contract. For a summary of the key points, see Table 2.15 overleaf.



<b>Table 2.15:</b> Key points impact on psychological contract resultant from changes in terms and conditions Source: present author	
Author	Key points
Kelliher and Parry (2011)	<p>Traditional relationships between employer and employee changing due to external environment.</p> <p>Employers and employees not able to develop the usual type of relationship as contracts are often short term which is argued as having a negative impact on the relationship.</p>
Zimmeck (1998)	<p>Violation of the psychological contract has a negative impact.</p> <p>The biggest violations to the psychological contract regarded as being about pay and work intensification</p>
Morrison and Robinson, (1997:242)	<p>It is important not to take advantage of discretionary effort.</p> <p>Work intensification is resultant from flattened structures – an increase in workload even for the most committed can result in tipping-point if taken too far</p>

#### 2.4.4 Uncompetitive benefit packages compared to competitors

With the presence of committed/traditional voluntary sector employees, new employees with business skills, and the added complexity of having staff on different types of contract due to the commissioning and funding of the sector, there is potentially a myriad of different employee packages all operating within the same organisation (Leat, 1993). There may be staff on project contracts at set project salaries, staff on fixed-term contracts, casual staff, and support staff receiving different rates of pay due to the source of the funding for their role or project (Leat, 1993). There may also be staff working in the organisation who have been transferred from another organisation following a change of contract provider, due to the ‘contract culture’, with original terms (which may be different to those offered by their new organisation) that are protected under TUPE.

A third of the VS workforce are part-time, with 12% stating that they have accepted part-time positions as a result of not being able to secure full-time work (ONS, 2011). The 38% part-time workforce in the VS is higher than that of the public sector, which reports 30% of its workforce being part-time, while just 25% of the private sector’s

employees are part-time. However, over 78% of the VS workforce stated that they did not want a full-time role (ONS, 2011). These findings might be cross-referenced with the high numbers of women employed within the sector as, traditionally, part-time work has been associated with women rather than men.

One of the benefits of working in the VS may be the number of hours the workforce are expected to work per week; for example, VS employees work an average of 37.7 hours per week, while the figure for the public sector is 37.9 and for the private sector 40.8 (ONS, 2011). Although the number of (paid) working hours per week in the VS is lower and might be seen as more attractive, references have been made to the VS having the highest amount of donated labour, and this raises the question of how many hours (unpaid) on average the VS worker actually works over and above their paid hours. This links with the next section of the literature review which considers the contracts offered to the paid workforce and the impact the shift towards short-term contracts is having on the workforce and the organisations' ability to recruit new staff. See Table 2.16 below for key points.

<b>Table 2.16:</b> Key points uncompetitive benefit packages compared to competitors Source: present author	
Leat (1993)	<p>TUPE.</p> <p>Staff can be in similar roles but working with different terms and conditions as contracts are won and lost and staff move into and out of different organisations</p>
ONS (2011)	<p>Benefits of working for the VS include shorter working week.</p> <p>The shorter working week does not take into account the number of donated hours worked – the VS has the highest amount of donated labour out of all of the sectors</p>
Leat (1993)	<p>High numbers of part-time employees in the VS as staff report difficulties in securing full-time positions.</p> <p>A point of concern is that some staff could have more than one contract for example part-time with multiple contracts rather than a full-time contract. If one or more of the contracts is tendered it could result in a staff member working for more than one provider. This further increases the administration in the sector and adds to the already complex structure with multiple stakeholders as indicated in section 2.3.</p>

#### **2.4.5 Tenure (limited-term contracts)**

Osborne (1997) states that limited resources have resulted in short-term contracts becoming more common than the more traditional core funding contracts. Many local authorities are putting contracts out to tender and the contracts are typically for up to three years, with some being for just one year in duration. Cunningham (2008b) states that tendering further increases the competition within the sector, thus breaking down inter-sector cooperation. However, it should be noted that this research was carried out in Scotland, and therefore the findings may not be representative of the sector in the rest of the UK.

There are various types of contract including long-term, short-term, block, spot, fixed-piece or cost plus reimbursements (Hardy *et al.*, 2001). Pre-1990 contracts between local authorities and VSO providers were much less formal, with more specific terms and conditions linked to outputs and outcomes. Costs are usually fixed with no additional funding being available should costs exceed contracted amounts; any overspend has to be absorbed by the VSOs themselves (Cunningham, 2010a).

Cunningham (2001) argues that further research is needed into the relationship between funders and providers and how the contracts impact on the VSOs' ability to offer employees competitive terms and conditions. There may also be an impact on the quality of services delivered, as the most suitable and capable applicants are not attracted to the roles as advertised. Myers and Sacks (2003) concur and argue that short-term contracts create an environment of firefighting, which could be seen as detracting from the quality of services as focus is diverted elsewhere. Beattie *et al.* (2001) found that, even during the refreezing stage, an organisation may not have the time to bed down new initiatives, especially when multi-tasking due to lack of funding. This would suggest that there are still significant gaps in empirical research in this field, thus justifying the need for this study.

Kiwanuka and Kingston (2011) explain how contracts fail to cover support costs such as recruitment, causing deficits in budgets, which impacts on staff motivation. Furthermore, they argue that when short-term contracts dominate it is not possible to offer training and development to the workforce, contrary to the resource-based view of investing in staff; thus, the organisation will be unable to invest in the future of its workforce or build and develop the employee skill set necessary to meet the future needs of the sector. The resource-based view is the theory around which many

organisations develop their workforce to achieve positive working relationships through investment, which is not possible with such short-term arrangements.

Contract funding is unlikely to cover recruitment costs, according to Kiwanuka and Kingston (2011); as a result, there will be deficits in budgets, which will have an impact on staff motivation. Cunningham (2008a) highlights how full costs are not covered in contracts and how, in some instances, VSOs are funding shortfalls from their reserves. The King's Fund found that commissioning did not focus on service quality, and it suggested that service providers raise the skills and standards of care (King's Fund, 2001). However, this increase in skill is arguably difficult to achieve without the funding to cover the costs of staff development within the contract funding offered for service provision. A further complication in investing in training and development of employees on short-term contracts is the fact that staff often leave as their contracts near the end of their duration, as they find alternative employment.

The above sections examine the impact of the 'contract culture' on recruitment packages, rewards, culture, psychological contracts and tenure with a view to establishing the key areas of impact on the VS's ability to recruit. A summary of the findings is synthesised in section 3. For key points on tenure, see Table 2.17 below.

<b>Table 2.17</b> Key points tenure (limited term contracts) Source: present author	
Hardy <i>et al</i> (2001)	Tendering.  Increasing numbers of short-term contracts and breaking down cooperation within the sector due to inter-sector competition
Osborne (1997)	Increasing number of different types of contracts: including long term, short term, block, spot, fixed piece or cost plus reimbursement
Myers and Sacks (2003)	Short-term contracts linked with fire-fighting.  Fire-fighting argued as being a distraction and focus of importance being deviated away from core purpose

Thus, a review of the literature on terms and conditions suggests the following proposition:

## **Summary: Terms and Conditions**

*It seems that reliance on contracts resulting in increased performance management, formal structures and pressures to realise cost efficiencies impacts on attracting staff into contracted roles often fixed-term with uncompetitive salaries – the traditional trade off in donated labour due to alliance of individual and organisational values is lost.*

## **2.5 Literature synthesis**

The above literature review is synthesised in this section, and justification is provided for the theory; each section - ‘contract culture’, attraction and terms and conditions - is considered in turn before the research question is formulated. The theory was tested in a pilot study prior to formulation of the formal theory in order to check the research approach before moving on to the main research phase.

The literature review focused on the available literature on voluntary sector recruitment and the ‘contract culture’. The review has highlighted a number of common themes with issues and concerns that are suggested as having an impact on attempts to attract potential recruits into the voluntary sector workforce. Two key areas of focus - attraction and terms and conditions - were identified, broken down into subsections and considered in relation to the changes that have taken place since the introduction of the ‘contract culture’ and its performance management responsibilities. Each of the sub-areas (elements) linked to attraction and terms and conditions have been derived from the literature review. The sub-areas are examined in this study in relation to how those responsible for recruitment of paid staff made sense of the recruitment challenges. This leads to the first section, which considers the ‘contract culture’.

### **2.5.1 ‘Contract culture’ synthesis**

There is relatively little empirical research discussing the pros and cons of the ‘contract culture’; however, the above literature review brings together some of the findings from the key authors and researchers in this field. Kendall’s (2003) definition of the ‘contract culture’ is detailed in section 2.2, where the issues involved in contracting to the VS are highlighted. Cunningham (2007), Haiven (2000), and Kiwanuka and Kingston (2011)

have also carried out research in this field, although they have focused on specific areas linked to contracting issues and have not covered the issues of recruiting into HSC in the VS across the UK with brand partnership organisations. Nevertheless, their research, together with others referenced throughout the review, highlights important concerns relating to the ‘contract culture’ that have an impact on the VS’s ability to compete for staff in a competitive market.

VS contracts appear to have time restrictions, increased administration and little, if any, uplift to enable organisations to align their salaries with local authority pay scales (Cunningham, 2010b). Furthermore, the contracts are for limited durations, usually one to three years, which results in a significant percentage of the workforce being recruited to fixed-term contracts (CIPD and Hays, 2011). The percentage of staff on FTC in the VS is reported by Clark *et al.* (2011) as being 35%, with contracts lasting one year or less.

Cunningham (2010b) showed that, of the 24 VS organisations that took part in his research, only four were able to align their salary structures with those of local authorities. However, it was evident that these organisations were the ones that had diversified their income streams and were less reliant on public sector income than the organisations that did rely on contractual income. Due to the limitation of tenure, the contracts being offered are arguably less attractive than those provided by organisations that can offer competitive recruitment packages and permanent employment opportunities. Short-term contracts and expectations of donated labour are shown not to attract career-driven business professionals, and Cunningham (2001) states that further research is needed into the relationships between funders and providers and that short-term contracts have an adverse impact on the VS’s ability to offer competitive terms and conditions.

Kiwanuka and Kingston (2011) claim that an increase in formal structures has arisen due to the additional administration resulting from short-term contracts. Although Kendall (2003) agrees that there has been an increase in accountability, he states that there are positives as well as negatives to accountability, and the positives include increased transparency. Hardy *et al.* (2001) state that an increase in short-term contracting results in higher transaction costs due to accountability; this could be suggested as conflicting with the purpose of the policy change noted by Osborne (1987), which was to create efficiencies through the ‘contract culture’ and the Mixed

Economy of Care. Cunningham (2008a) suggests that some VSOs are making such significant reductions in their costs in order to remain competitive and win contracts that they are being forced to fund the shortfalls in contract income from their own reserves, which suggests that performance management has increased costs and that VSOs are funding State shortfalls in health and social care provision.

DiMaggio and Powell (1983) observe how some organisations are compromising their values as they have succumbed to the pressures of isomorphism, as alignment of policy with that of the funder is seen as a way of gaining legitimacy by some organisations in the eyes of their funder/commissioner. However, if organisations are to be governed in the same way as the funder/commissioner it would appear that the sector needs to recruit newly skilled workers, ones who may have previously been employed in other sectors such as public sector. Butler and Wilson (1990) highlight how 53% of managers had been recruited from other sectors; the downside of this, however, has been the introduction of staff with different values, thus resulting in a clash. It would appear that more and more managers are being recruited from outside the sector, which suggests an inevitable culture change within the VS. This could lead to the expectation of extrinsic rewards, especially if the claims by Beattie *et al.* (2001) and Kelliher and Parry (2008) are correct and newer managers have different expectations from traditional VS employees.

Therefore, in summary the conclusion reached following review of the literature in this field is as follows:

***It seems that the reliance of the voluntary sector organisation on public sector income through commissioning and contracts impacts on its ability to recruit, attract and offer attractive terms and conditions to employees.***

This conclusion feeds into the following sections: attraction and terms and conditions; the eventual aim is to establish two research questions focused on these two aspects.

### **2.5.2 Attraction synthesis**

Attraction to work in the VS has been studied in the literature with a view to establishing factors that could attract recruits or deter them from applying for positions; the findings include the following:

The sector is facing cuts in income of 2.8 billion between 2011 and 2015 (Clark *et al.*, 2011); cuts of this magnitude suggest instability and may therefore deter potential applicants from applying for positions. However, Hurrell *et al.* (2011) claim that the VS's failure to promote itself and portray a positive image has not helped its cause; they found that graduates viewed the sector as suitable for stereotypical 'Miss Marple' types who do not require business skills. If Dacombe and Donohue (2011) are correct in their claim that the VS is in competition with other sectors for staff, a negative image will not help attract candidates. The voluntary sector is in competition with other sectors for highly skilled business professionals; therefore, it has to compete for contracts and manage the administration that goes hand in hand with public sector contracts (Butler and Wilson, 1990).

Therefore, both brand awareness and cuts in funding are suggested as being key areas of concern in attracting candidates into the sector. Even if the sector is able to overcome the brand issue, as claimed by Hurrell *et al.* (2011), there remains the cultural clash issue highlighted by Dutton *et al.* (2008), in that staff being brought into the sector to fill the skills gap will have different expectations; i.e. they will seek extrinsic rather than intrinsic rewards. If the VS is unable to offer comparable terms and conditions to those in other sectors it will lose out to the sectors offering the more attractive packages. However, this conflicts with Hurrell *et al.*'s (2011) statement that low pay in the VS does not necessarily deter applicants as long as their other values are met. Rutherford (2011) comments on how staff in the VS give the highest amount of donated labour compared to staff in other sectors; this would suggest an alignment of values as the staff are freely giving their time and effort for a cause.

Cunningham (2001) claims that adverse changes in terms and conditions have been identified and these have included cuts in annual leave, sabbaticals, sick leave entitlement, TOIL and pension contributions from employers. Nevertheless, Kelliher and Parry (2008) claim that if VS employees' values are met, they are willing to work for flexible working conditions, reduced bureaucracy, reduced stress, increase in autonomy, generous leave and involvement in decision-making in compensation for lower pay. However, as short-term contracts become more prevalent the customary employer/employee relationship becomes more strained, as employers are less able to offer benefits and involvement in decision-making, staff from other companies may be TUPE'd in from other organisations with protected terms and conditions superior to those of the current workforce, and equity theory may become significant. Benefits and



rewards, including lower pay, that were once acceptable may become less acceptable as employees realise that other workers are carrying out similar tasks for higher rewards. If equity becomes an issue, staff commitment may become strained, with the ultimate consequences of attrition and demotivation.

After considering the key issues raised when looking to attract people into the VS the following summary has been realised:

***It seems that the reliance of the voluntary sector on the external environment for scarce human resources impacts on its ability to offer competitive remuneration packages.***

In view of the above summary, the elements/key areas to be examined by the research will include brand recognition, formal structures, skills, pay, rewards and benefits. Each of these elements were supplied and included in the repertory grid with constructs relating to these elements elicited from the interviewees as part of the first phase of the empirical research.

### **2.5.3 Terms and conditions synthesis**

Empirical research as referenced above appears to support the assumption that VSOs are having difficulties recruiting staff due to the uncompetitive terms and conditions they are offering and that this is due to the ‘contract culture’ resulting from the shift in commissioning of community care from grants to contracts (Cunningham, 2001). In addition to the uncompetitive terms and conditions, the changing funding landscape brings competition for contracts, which can result in some organisations undercutting their costs to win contracts and being forced to fund part of the contract themselves from their reserves (Cunningham, 2008a). This risky strategy impacts not only on the organisation’s contingency funding but also on its ability to offer competitive terms and conditions to its employees.

While the sector might be seen as having some responsibility for brand awareness, as highlighted by Hurrell *et al.* (2011), it appears from the secondary literature that the ‘contract culture’ is having an adverse impact on the VS’s ability to recruit suitably trained and qualified candidates as it is unable to compete with the terms and conditions offered by other sectors. Cunningham (2001) reports that 32% of VS staff experienced

negative impacts on their terms and conditions, with 67% of staff in the VS working on fixed-term contracts (Clark *et al.*, 2011). Cunningham (2001) identifies that, in the three years preceding his research, staff had seen a decrease in salary, cuts in annual leave entitlements and sabbaticals, a reduction in sick pay and more. Cunningham claims that local authorities want VSOs to provide benefits and policies but that they do not want to pay for this as part of their commissioning.

The above literature has highlighted recruitment challenges due to terms and conditions; however, some positives have been identified in relation to working for a VSO. The positives include better work-life balance, flexible working, family-friendly policies, autonomy, lower incidence of tribunals compared to public and private sectors, and the fact that workers often tolerate lower wages due to having a congruent relationship with the organisation and an involvement in the decision-making process (Kelliher and Parry, 2008).

It is suggested that the drivers or motivators for workers in the third sector are not being met, and this is impacting on the psychological contract between the employer and employee, with consequences ranging from resignation to sabotage (Morrison and Robinson, 1997). In the year prior to Cunningham's (2001) research it was revealed that 42% of organisations experienced recruitment difficulties, with the most commonly cited reason being poor salary. CiPD and Hays (2011) report that, from their sample of 427 organisations (all sectors), 52 respondents linked recruitment issues with the inability of the VS to pay what the applicant was expecting. It might be assumed that recruitment issues are increasing as, since Cunningham's research in 2001, Kelliher and Parry (2008) have reported that 75% of VSO respondents in their research had difficulties recruiting staff, especially for management and project worker roles. The reasons for the recruitment issues as reported by Kelliher and Parry (2008) were lack of skills (84%), lack of applicants (79%) and inability to match salary expectations (53%). Kelliher and Parry further identified that, on average, it took 69 days to fill a management post, 59 days to fill a practitioner post and 46 days for administrations positions to be filled.

As the greater part of the budget in health and social care provision goes on salaries and as funding becomes more difficult to secure, terms and conditions of staff are at risk. Cunningham (2001) highlights how VSOs work with uncertainty since, as eleventh-hour budgetary decisions are made, they do not always take into account any uplifts for

staff salaries. As a consequence, VSOs are meeting the shortfalls in costs related to contracts from their own financial reserves; when this is no longer possible, the terms and conditions of staff are at risk of being cut (Russell *et al.*, 1996:406). Cunningham (2001) claims that there is evidence to show that the 'contract culture' is having a negative impact on the terms and conditions of staff and is increasing the scrutiny of the performance of those staff. The research also highlights how funders are encouraging the adoption of Best Value principles within the contractual agreements. However, although they encourage development of employees through training, some commissioners are unwilling to cover the costs of such development in the contract fee. It is ironic that organisations such as Investors in People expect certain standards to be maintained when the contractual funder will not cover the cost of such training within the cost of the project/service fees (Cunningham, 2001). However, unless the provider is able to demonstrate quality standards, often through formal accreditation, it may not be possible for it to secure access to the preferred provider list to apply for contracts (Dacombe and Donohue, 2011).

With the introduction of increased scrutiny and the adverse impact on employees' terms and conditions, Cunningham (2008b) highlights how the additional work generated by cuts in the number of admin workers is also being absorbed by the existing staff for no additional reward. This therefore suggests that the increase in funding pressure, administration and scrutiny through performance management, the increase in work intensity as a result of absorbing additional administration tasks, and cuts in terms and conditions will stretch the commitment of even the most 'mission committed' employee. Drucker (1990) claims that performance monitoring within the VS raises additional challenges, in that the outcomes of the sector are usually long-term rather than things that can be measured immediately.

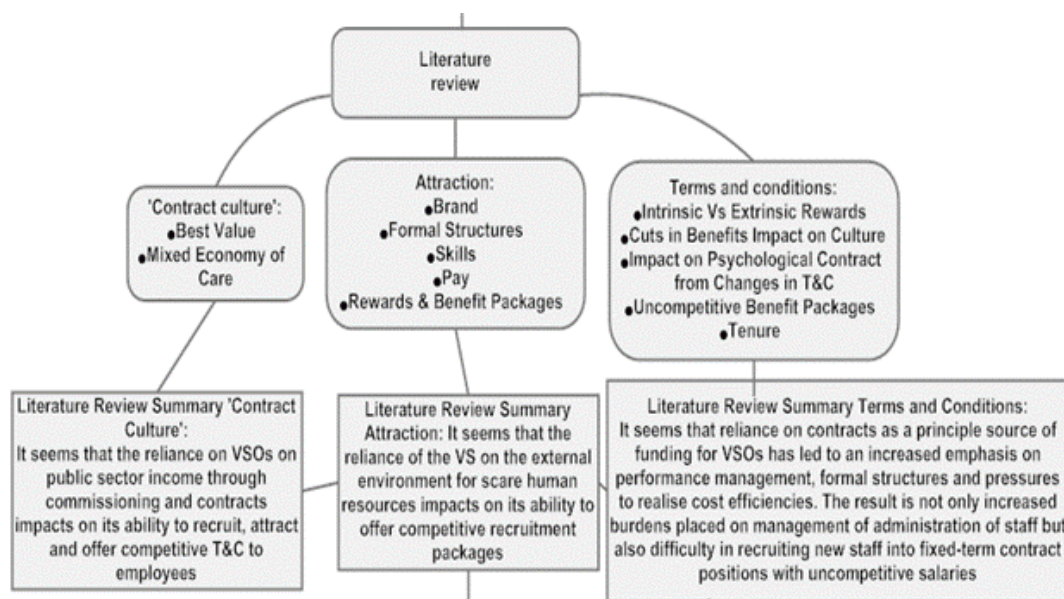
Consideration of the key issues raised in relation to terms and conditions in the VS has produced the following summary:

***It seems that reliance on contracts as a principal source of funding for voluntary organisations has led to an increased emphasis on performance management, formal structures and pressures to realise cost efficiencies. The result is not only increased burdens placed on management of administration staff but also difficulty in recruiting new staff into fixed-term contract positions with uncompetitive salaries.***

#### 2.5.4. Synthesis of the three areas ‘contract culture’, attraction and, terms and conditions

In summary, it appears that the synthesis summary for each of the three strands: ‘contract culture’, attraction, and terms and conditions are interlinked. The ‘contract culture’ synthesis suggests that the greater the reliance on the public sector for contractual income the greater the difficulty it has to offer attractive recruitment packages. If recruitment packages are uncompetitive they will not be as attractive as those offered by competitors in other sectors, thus tying-in with the attraction synthesis *‘that the reliance of the voluntary sector on the external environment for scarce human resources impacts on its ability to offer competitive remuneration packages’*.

Therefore, the reliance on contracts impacts on the attractiveness of the sector when trying to recruit skilled staff to manage the ‘contract culture’ and its associated formal structures including tendering. If recruitment packages are uncompetitive and less favourable than competitors this links with the terms and conditions synthesis. This suggests the reliance on contracts and the consequential effects of increased performance management results in added pressures for management when recruiting staff into fixed-term roles offering less favourable benefits. The following diagram, fig.2, shows the three synthesis summaries that progress through to developing the aim, objectives and research question for this study. Refer to Chapter 7, fig. 7, for the overall process map of the study.



**Figure 2:** Summary synthesis (extract from the overall study process map refer to Chapter 7, fig.7).

*Therefore, the combined summaries for each of the three areas: ‘contract culture’, attraction and, terms and conditions suggests that each area is interlinked, and affected by the availability of resources due to the reliance on contracts that adversely impacts on the sectors ability to attract, recruit and offer competitive terms and conditions.*

In view of the above summary and the areas/elements of relevance derived from the literature review, the following have been investigated: intrinsic and extrinsic rewards; cuts in benefits and impact on culture; impact on the psychological contract; and contract tenure. Each of these elements were supplied in the repertory grid, and constructs were elicited from the interviewees as part of the initial phase of the empirical research.

## **2.6 The Research Theory**

Following the synthesis of the literature accessed the theory researched was that the ‘contract culture’ has had an adverse impact on the voluntary sector’s ability to recruit staff. Recruitment has been considered around the attraction of staff to the sector and also the terms and conditions the sector is able to offer to employees. The theory is therefore:

The recruitment difficulties experienced by voluntary health and social care providers in the UK are a result of the ‘contract culture’.

## **2.7 The Research Question, Aim and Objectives**

The aim of the research is to examine the factors affecting the attraction of employees into VSOs following the introduction of the ‘contract culture’, in order to improve recruitment practices to attract staff.

The research objectives are:

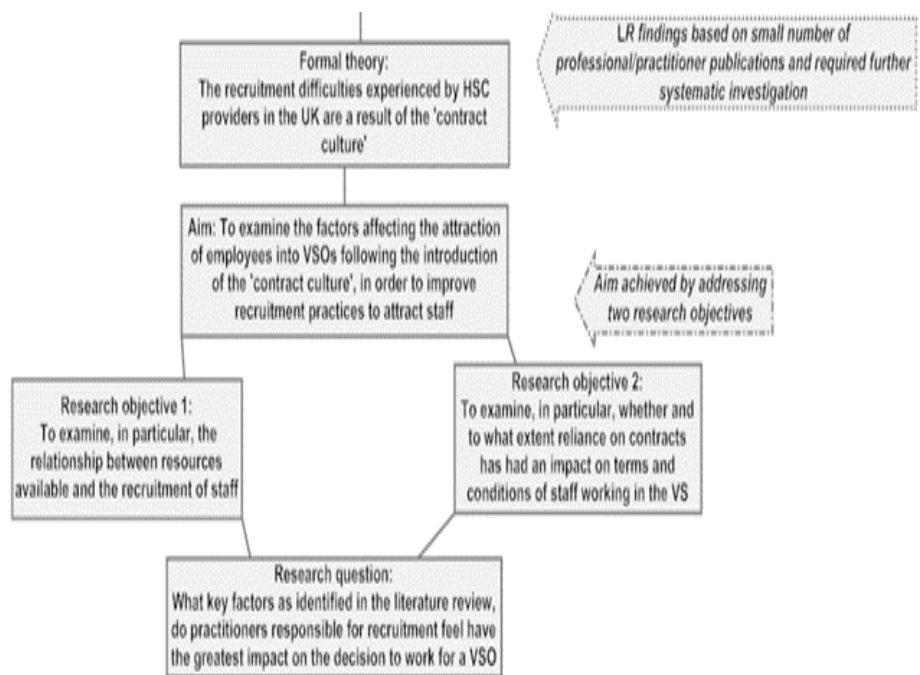
1. To examine in particular, the relationship between resources available and the recruitment of staff to the VS
2. To examine in particular, whether and to what extent reliance on contracts has an impact on terms and conditions of staff working in the VS

Taking into account the aims, objectives and the focus on sense-making, this leads to the following research question.

The research question is:

*What key factors, as identified in the literature review, do the practitioners responsible for recruitment feel have the greatest impact on the decision to work for a VSO providing HSC services?*

The following diagram, Fig. 4, is an extract of the study process map that shows the progression of the formal theory to the research question – refer to Chapter 7, fig. 5 for the overall process map.



**Figure 3:** Diagram showing progression from the formal theory to the research question (extract from overall study process map refer to Chapter 7, fig. 7).

### **3 RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The previous chapters cover the findings of the literature review from the secondary literature accessed with regard to attracting and recruiting staff into the voluntary sector. Key areas have been identified as having relevance in terms of what potential and existing employees may or may not consider important when deciding whether to work in the VS or other sectors. The areas identified - attraction and terms and conditions - form the basis of the initial case-study as important areas for examining whether those responsible for recruitment within their organisations consider the key areas/elements to have relevance. This chapter justifies the research approach used to collect, analyse and report the data.

The research is focused solely on the recruitment of paid staff in the VS and does not include volunteer recruitment. The reason for focusing on paid staff is the fact that there are different recruitment processes for paid staff and volunteers; moreover, volunteers do not have a remuneration package.

#### **3.2 Research design and methodology**

As stated in Chapter 1, this research is focused on the challenges facing the VS in recruiting staff as a result of the 'contract culture', which has increased the competition for funding in the external market. Funding is no longer, or rarely, received in the form of grants; more commonly, income is now accessed for health and social care provision through time-limited contracts. The aim of the study is to examine the extent of the 'contract cultures' impact on the VS's ability to attract suitable candidates to the sector due to the new constraints, such as time-limited contracts, limited resources, and uncompetitive terms and conditions compared to other sectors.

The objective is to ascertain whether the key areas identified, following the literature review, are the main issues facing the sector when trying to recruit or whether they are insignificant and alternative issues are discovered/uncovered/revealed. The objective leads to an exploration of the research question (as derived from the literature review and formulated in section 2.7).

The following paradigm has been used in this research and the justification for its selection follows in the next section 3.2.1.

### **3.2.1. Research paradigm**

The phenomenological and constructivist approach was chosen as the research is focused on explaining what VS paid staff, who are responsible for recruiting, perceive the difficulties in recruiting to be. As the research seeks to explain the issues in recruitment in the VS from a hirers' perspective, a phenomenological and constructivist approach was selected; this approach allows for the application of the sense-making theory in order to reveal the perceptions of the hirers. This type of research would be difficult to conduct solely by using a scientific reductionist approach (Bell and Bryman, 2011). Moreover, this methodology has been used successfully by other researchers in comparative studies, including Eisenhardt (1989), Yin (1989; 1994), Stake (1995) and Creswell (1998). This approach will produce rich data and is consistent with the method used by Quirk (2013), who also conducted exploratory research focusing on how people make sense of a situation. Quirk (2013) used this approach to identify drivers in decision-making; this is aligned with the aim of this study, which looks at how those responsible for recruitment make sense of the recruitment issues they face when attracting applicants to a sector that is unable to offer competitive terms and conditions in comparison to other sectors.

#### *Phenomenological and constructivist*

As the research examines the difficulties faced by hirers by looking at their perceptions, the positivist stance was discounted in favour of a more combined approach. The diagram overleaf extracted from Crotty (1998) (Fig 1) distinguishes between the three epistemological areas:



Epistemology	Theoretical perspective	Methodology	Methods
Objectivism	Positivism Post-positivism	Experimental research Survey research Etc.	Sampling Measurement and scaling Statistical analysis Questionnaire Focus group Interview Etc.
Constructionism	Interpretivism <ul style="list-style-type: none"> <li>• Symbolic interactionism</li> <li>• Phenomenology</li> <li>• Hermeneutics</li> </ul> Critical Inquiry Feminism	Ethnography Grounded theory Phenomenological research Heuristic inquiry Action research Discourse analysis Feminist standpoint research Etc.	Qualitative interview Observation <ul style="list-style-type: none"> <li>• Participant</li> <li>• Non-participant</li> </ul> Case study Life history Narrative Theme identification Etc.
Subjectivism	Postmodernism Structuralism Post-structuralism	Discourse theory Archaeology Genealogy Deconstruction Etc.	Autoethnography Semiotics Literary analysis Pastiche Intertextuality Etc.

**Figure 4:** Examples in Crotty's knowledge framework (*the above is an extract from Crotty, 1998, Fig 1*)

While the figure above shows where the proposed research fits in relation to the different approaches available, Feast and Melles (2010) claim that there are strengths and weaknesses to each approach. Nevertheless, after considering the options available, it can be suggested that a purely positivist approach would not have produced rich data; however, once the initial constructivist case-study phase of the research was completed, the second stage was carried out using a questionnaire. The questionnaire asked the respondents to rate the significance of the findings from the initial phase of the research, thus combining qualitative and quantitative methods.

The constructivist approach is about understanding how humans make sense of situations based on their past experiences; given the focus of this study, the researcher considered this a suitable approach for explaining, from a practitioners' perspective, the challenges involved in the recruitment of staff in the VS. Pringle *et al.* (2011) highlight how the interpretative phenomenological research approach is an adaptable and accessible way of understanding the experiences of individuals, and they claim that one

can only influence things if one understands them; this provides further support for the choice of paradigm. Crotty (1998:9) concurs with Pringle *et al.* (2001) inasmuch as meaning is constructed. Furthermore, Patton (2002) supports the view that the qualitative approach is more suited to understanding people's experiences and studying people in their environment. After considering the strengths and weaknesses of both paradigms, the researcher chose the constructivist approach for this study.

In the absence of any formal definition of the 'contract culture', responses to the questionnaire (Appendix I), taken together with the results of the repertory grid results (Appendix G), show how people construe/make sense of the term 'contract culture'. The constructivist approach makes no epistemological distinction between formal definitions and how one understands the world through day-to-day action; however, explanations used by researchers in the field are provided in section 2.2.

Therefore, this research took a constructivist approach which aligned itself with the sense-making theory, as this is how a human being reaches a decision about something, because it compares the issue/topic with polar opposites of the issue/topic to ascertain meaning. This approach is aligned with the Personal Construct Theory (PCT) by Kelly (1955-63), which claims that, while we are unable to know everything about the world, we are able to construe or make up our minds about something based on our own personal experiences. The meaning we ascribe to things, events and people depends on contrast: to call someone 'pleasant' as opposed to 'rude' is to give 'pleasant' an entirely different meaning to that which it conveys when it is compared to 'exhilarating'. This is why Kelly devised the notion of a construct in terms of a contrast: a continuum with two ends.

Kelly's (1955, 1963:46) theory (fundamental postulate) states that '*A person's processes are psychologically channelized by the ways in which he/she anticipates events*'; i.e. a person's way of thinking is based on past experiences and how they think of the world, meaning that a person is able to decide how to react to or think or feel about a situation based on past experiences. The reaction, thought process or feeling is recorded as a construct which is compared to its polar opposite; for example, if someone associates a person with kindness, such a construct may be a result of knowing someone else as a comparator who is cruel. Kelly proposes eleven corollaries as follows (see Table 3.1 overleaf):

<b>Table 3.1</b> Personal Construct Theory fundamental postulate and corollaries <i>Adapted from Fransella and Bannister (1977) A Manual for Repertory Grid</i>	
Fundamental postulate	A person's processes are psychologically channelled by the way in which he/she anticipates events
The construction corollary	The way a person anticipates events by construing their replications for example individuals anticipate events in their social world by perceiving a similarity with a past event
The dichotomy corollary	The way a person's construction system is composed of a finite number of dichotomous constructs
The range corollary	A construct is convenient for the anticipation of a finite range of events only
The modulation corollary	The variation in a person's construction system is limited by the permeability of the constructs within whose range of convenience the variants lie
The organisation corollary	The way each person characteristically evolves, for his convenience in anticipating events, a construction system embracing ordinal relationships between constructs
The fragmentation corollary	A person may successively employ a variety of construction subsystems which are inferentially incompatible with each other
The experience corollary	A person's construction system varies as he successively construes the replication of events
The choice corollary	The way a person chooses for himself that alternative in a dichotomized construct through which he anticipates the greater possibility for extension and definition of his system
The individuality corollary	The way persons differ from each other in their construction of events
The commonality corollary	The extent to which one person employs a construction of experience which is similar to that employed by another, his psychological processes are similar to the other person
The sociality corollary	The extent that one person construes the construction processes of another, he may play a role in a social process involving the other person

The above eleven corollaries are used to explain how people react to, and feel and think about circumstances in their lives. The dichotomy corollary is particularly relevant for this study as the research seeks *'to understand through understanding someone's meaning...both ends, that is the implicit pole as well as the construct'* (Jankowicz, 2004:277). By understanding both ends of the construct, it will be possible to assess the importance of the supplied elements. As Jankowicz (2004: 210) states, the way someone thinks about something is *'rather like a photograph – a snapshot of that person's views at that time and place...'* As Crotty (1998: 9) advocates, *'meaning is not discovered but construed'*.

Sense-making is therefore the process through which humans make sense of an issue using their life experience; it is interactive and is initiated when one has insufficient information to make an immediate decision, or when one wants to understand someone further, which may require more thought. Weick *et al.* (2005) state that ‘sense-making fills important gaps in organisational theory’. As this research is about how practitioners responsible for hiring in the VS make sense of the situation when recruiting, and what they perceive the issues to be, the sense-making theory was therefore chosen for this study, along with the Repertory Grid Technique (RGT).

As a comparison to Kelly’s (1955, 1963) approach to sense-making, Weick (1995: 17-62) described seven properties of sense-making as follows (see Table 3.2 below):

<b>Table 3.2:</b> Weick’s (1995: 17-62) seven properties that distinguish sensemaking from other explanatory processes, such as understanding, interpretation, and attribution	
Grounded in identity construction	An intricate combination of self-identity of the actor and the identity of the organization forms and sustains the socially constructed meanings assigned to events.
Retrospective	This property is characterized by meaningful lived experience. The key is the past-tense nature of assignment of meaning after one sees what one has experienced. This attribute has implications for the time duration of retrospective processing in conjunction with need for immediate reduction in equivocality, as opposed to reflection on the appropriateness of the sensemaking framework being employed.
Enactive of sensible environment	Action is a precondition for sensemaking. People often produce part of their environment, and in turn, the environment influences the person’s meaning making and actions (Giddens, 1979).
Social	Sensemaking is never solitary because what a person does internally is contingent on others. It is the experience of collective action that is important for the individual to create and test meaning (Czarniawska-Joerges, 1992).
Ongoing	Sensemaking is ongoing and neither starts fresh nor stops cleanly. Although managers may be involved in system flows (Katz and Kahn, 1978) and organizational routines (Nelson and Winter, 1982), the process of assigning meaning to events should not become “mindless” (Langer, 1989).
Focused on and by extracted cues	Environmental context, organizational vocabularies, language, search strategies, and noticing (Starbuck and Milliken, 1988) all affect the nature and significance of the extracted cues.
Driven by plausibility rather than accuracy	Sensemaking does not rely on accuracy; instead, it is about plausibility, pragmatics, coherence, reasonableness, creation, invention, and instrumentality (Weick, 1995: 57).

As the above Tables demonstrate, Kelly's (1955) eleven corollaries of Personal Construct Theory (PCT) are the basic tenets of Personal Construct Psychology (PCP) (Butt and Burr, 2004). Weick's seven properties relate to sense-making and how we assimilate information to understand matters in context (Weick, 1995). The similarities between the two theories lie in the positioning of a thought, feeling or experience based on previous experience to give meaning to a current issue.

### **3.2.2. Research Method and Design**

According to Crotty (1998:3), methodology is the '*strategy, plan of action, process or design*' which underpins the research method. The following section describes the methodology and tools used in this research.

A case-study approach was adopted for the initial stage of the research because, as Gable (1994) states, there is great value in combining quantitative and qualitative methods. Gable claims that even though the value of combining the two methods is recognised in practice, combining case-studies and survey methods is rare. As case-study methodology is commonly used when richness of data is required, and since the research is examining a phenomenon as opposed to testing a hypothesis, this is the chosen research design for this study. Feagin *et al.* (1991) and Yin (2009) concur that case-studies are ideal when in-depth holistic investigation is needed. Yin (2009) and Stake (1995) have significant experience of case-studies in research and they have both developed tried-and-tested procedures for applying case-study methods successfully; their methods are sufficiently robust to withstand critiques even from those with the most scientific research perspective. The adoption of a multiple case-study approach will allow the comparison of findings through multiple case-study analysis (Miles and Huberman, 1994).

As one of the outcomes of the study is anticipated to be an improvement in recruitment procedures to help relieve the pressures resulting from the 'contract culture', various experienced hirers from the VS sample organisations were chosen for the interviews. These experienced hirers within the VS offered insights into the issues and their degree of significance for recruiting in the VS, thereby justifying the rationale for a multiple case-study analysis. Multiple case-studies allowed the researcher to consider the supplied elements in relation to organisations in different geographic areas with

independent status but working to the same mission. Furthermore, a multiple case-study design has been chosen in preference to a comparative approach as the brand partners in the study will differ not just in one particular way but in terms of location and service delivery, as local brand partners are often funded by the public sector in relation to local policy, the number and type of different income streams, financial turnover and numbers of paid staff. Yin (2009) states that case-study research addresses the ‘why’ and not just the ‘what’, unlike other approaches. Stake (1995) claims that purely experimental approaches to research leave gaps in terms of richness of data, as rich data cannot be captured solely with positivist data collection and analysis techniques.

Other methods were considered and discounted on the basis that the interpretive method (also known as the explicatory method) looks at research from a near-experience perspective rather than the researcher having a predefined focus; the method involves engagement of the researcher within the study to allow the topic to appear. Furthermore, the researcher proceeds to draw conclusions based on what he/she has identified. It was decided that, for this study, the interpretivist approach would not allow rich data to be uncovered in the same way as the case-study method. This is due to the involvement this study needs to have with practitioners to understand how they make sense of the recruitment elements as derived from the literature review. Bevir and Kedar (2008) and Yanow and Schwartz-Shea (2006) highlight that, although parallels can be drawn with qualitative methods, the interpretivist method is distinctive in the way it forms concepts – it is the grounded theory approach to the research which also justifies the reason why it has been discounted for this study.

As with the interpretivist method, the experimental method was also considered as a possible methodology for this research. However, the experimental method was also discounted as its focus is primarily on variables as opposed to making sense of a situation or circumstance. As sense-making is key to this research, the experimental approach was not considered to be an appropriate method. Therefore, taking into account the strengths and weaknesses of the options available, it was decided that, like the interpretivist method, the experimental method would not fit with the sense-making approach in this study. Although the interpretivist and experimental methods have been rejected in favour of the case-study approach, this research will also include the survey method in the second part of the study, thereby combining qualitative and quantitative approaches to the study. A questionnaire was designed based on the outcomes of the

initial stage of the research with a view to verifying the outcomes over a larger scale to enhance the reliability and generalisability of the findings.

A thesis identified as having relevance in relation to topic, sector and methodology, and in which the researcher used the case-study approach, is that of Haiven (2000); this particular thesis compares two voluntary sectors – in Britain and Canada. Haiven's research has more of a focus on HRM than that of Kiwanuka and Kingston (2011), who also used the multiple case-study approach, further justifying the method selected for this study. However, the research dates back to 2000, thus suggesting that its findings may not be as relevant to recent times. Nevertheless, Haiven also refers to a lack of academic research in this field, which is consistent with the findings of Kiwanuka and Kingston (2011), and further similarities between the research methodologies can be seen in both pieces of work, i.e. case-studies based on a series of interviews. After considering previous approaches used by other researchers and the desired outcomes of this study, the researcher decided on a multiple case-study design followed by a questionnaire survey.

### *The Structure of the Empirical Study*

The empirical work was structured into two stages:

Stage 1: The first stage consisted of case-studies using repertory grids with grids subject to a pre-pilot and pilot stage (refer to section 3.2.3 for the repertory grid and section 3.3 for the pilot study report). The repertory grids formed the first stage of the main study, the grids were analysed (refer to section 4), and the outcomes of the grids were fed into the questionnaire (see stage 2 below). The main stage 1 and stage 2 results are given in chapter 4.

Stage 2: A questionnaire was used for the second stage of the research. The questions that formed the basis of the questionnaire were derived from the outcomes of the content analysis following the repertory grid interviews in stage 1. Rating scales together with the option of adding comments were used for the questionnaire to systematically cover issues identified through the content analysis of the repertory grid stage. The Kiwanuka and Kingston (2011) thesis was based solely on a case-study approach, and this proposed research expanded on this to include a second-stage

questionnaire. The questionnaire was tested in a mini-pilot study before being sent to the brand partners for completion.

### *Choice of Case Organisations*

Health and Social Care services dominate the voluntary sector, which is why the research is focused on Age UK brand partners. Furthermore, the brand partner structure allowed the researcher to work with organisations that are all independently constituted but work to similar policies and procedures with comparable missions and values – all aligned with those of the national body. The sector's dominance, combined with autonomous organisations working in similar ways in different local authority areas, provides a unique opportunity to achieve reliable findings and thus enhance generalisability.

Kiwanuka and Kingston's (2011) thesis explored the impact of new public management on a selection of voluntary sector organisations. Their work focused on the impact of governance, mission, values and resource acquisition; however, the research was restricted to just three case-studies, each of which had significant differences in organisational purpose. Kiwanuka and Kingston (2011) acknowledged the limitations of their work, acknowledging that their selected organisations were chosen specifically because there was already an observable impact following the introduction of NPM, suggesting a possible over-representation in their sample. They also conceded that further research is required to determine how contracting can be improved between public sector commissioners and voluntary sector organisations.

However, the case-study approach in general might be challenged by proponents of other methods in terms of the robustness of its findings (Kiwanuka and Kingston, 2011). To address some of the limitations listed by Kiwanuka and Kingston, this research selected comparable organisations, in terms of purpose, and used a larger sample to increase confidence in the findings obtained by means of a questionnaire.

Haiven's (2000) approach differed from that of Kiwanuka and Kingston (2011) in relation to the selection method chosen to match the case-study organisations in terms of their mission, policies/practices and structure; this is the chosen approach for this research due to the added value that similarity brings. This analysis of similar UK VSOs



is expected to have a greater influence on commissioning policy as they will be similar organisations.

The above approach is argued as being more robust than Kiwanuka and Kingston's (2011) approach as it has researched organisations with strong similarities in policy and mission but with independent status. This research is located in the UK and investigates VSOs working with different county/local councils; thus, it has significant relevance compared with Haiven's research (2000), which was comparing VSOs in the UK and Canada. Moreover, much of the peer-reviewed research has focused on Scottish VSOs and is therefore arguably not wholly representative in geographical terms. This work includes, for example, the journal articles by Beattie *et al.* (2001), who looked at the impact on terms and conditions by researching four Scottish Community Voluntary Service (CVS) organisations, Cunningham (2008), who acknowledged that research beyond Scotland was required, and Dutton *et al.*, (2008) who researched recruitment issues in the Scottish voluntary sector. All of these journal articles have been referred to in the background literature section above.

Sample selection for this study involved choosing eight organisations from a pool of 167 brand partners and identifying those responsible for recruitment in the selected organisations for interview. Only one brand partner from each authority area was considered, and local groups (now known as friends), which are smaller groups that opted out of the brand agreement following the merger of Age UK and Help the Aged in 2009, were excluded from the sample. To allow for non-response, the pool of partners from which the organisations were chosen remained intact until all responses were received – had any organisation opted out or ceased trading before the completion of the study, it would have been possible to select an additional organisation from the pool as a replacement.

To choose the brand partners for case-study analysis, an alphabetical list of all 167 brand partners was compiled and eight case-studies were selected to form the first part of the research (Appendix B).

The eight case-study organisations were chosen as they represented different geographical areas and had varying financial turnovers from 1 to 8 million GBP. The variation in size (numbers of staff and geographical area) and financial turnover of partners involved in the research ensured that the sample (purposive as opposed to replication) was broad enough to be representative.

The variation in income was also reflected in the brand partners selected for validation. The income relating to each organisation was accessed through the Charity Commission for England and Wales website, as all registered charities with a turnover of more than £10,000 are required to submit financial statements. Furthermore, the case-study organisations reflect district, borough, countywide and merged partners within the network (see Table 3.3 below).

<b>Table 3.3 Case Study Organisations</b>				
Brand Partner <i>(Participant identity protected – ref to appendix B for list of Brand Partners. Appendix protected as participants request anonymity)</i>	Turnover £/GBP  M (million)	Geographical area covered in service provision	Number of paid staff	Number of volunteers
X	3	Countywide	129	600
A	3	Countywide	155	336
B	4	Countywide	170	754
C	8	Countywide +	500	1200
D	1.5	Borough	40	219
E	1.5	Borough +	43	526
F	1	District	37	80
G	3	Town	81	450
<i>(Key: countywide = single county; countywide+ = larger than a single county; borough = single borough; borough + = more than one borough; district = single district and town = single town)</i>				

### 3.2.3 Research Techniques

#### *Techniques for Stage 1*

Senior managers and managers responsible for recruitment were interviewed, as opposed to staff without recruitment responsibilities. The interviews were carried out using a repertory grid to eliminate bias and to examine the key areas highlighted from

the literature review. Kiwanuka and Kingston (2011), Haiven (2000) and Cunningham (2010a) all used a case-study approach in their VSO research due to the exploratory nature of their research.

With regard to the sample size for case-studies, Yin (2009:61-62) argues that a single case-study is open to criticism as ‘single-case studies usually reflect fears about the uniqueness or artifactual conditions surrounding a case’ and more than one case ‘helps to blunt criticism’. Moreover, Yin (2009) acknowledges the benefits of multiple case-studies in that they allow a framework to develop and similar results to be generated from different sources and then compared. For the purposes of this research, the case-studies allowed the elicitation of 324 constructs, giving the researcher a sufficient number of constructs to apply content analysis when analysing the results. Justification for the number of constructs follows in the next section together with the reason for adopting a tool known as the repertory grid technique (RGT) to elicit the constructs, which facilitated the analysis of the perception of the issues of hirers in relation to recruitment of paid staff in the VS.

#### *Repertory Grid Technique (RGT)*

Repertory Grids consist of a topic, which in this study is the identification of the factors that influence recruitment in the voluntary sector; they include elements that particularise the topic and that have been identified from the literature review as listed in Table 3.4 overleaf, constructs elicited from the interviewees, and ratings of elements on constructs (Appendix C).

<b>Table: 3.4</b> Pre pilot elements	
Code	Elements
E1	Type of contract
E2	Size of salary
E3	Brand awareness
E4	Benefit packages
E5	Nature of rewards
E6	Culture of the organisation
E7	Skill match
E8	Intrinsic vs. extrinsic expectations
E9	Psychological contract/relationship with employer
E10	Task/role purpose of position

The above elements were derived from the literature review and tested in the pilot study which is detailed in section 3.3. Elements represent issues within the topic.

The repertory grid tool was developed by Kelly (1955) and it is argued as being effective as it draws out, in the respondents' own words, how they consider the proposed elements by comparing polar opposites of the element and rating the construct in relation to each of the elements (Fransella *et al.*, 2004). The elements can either be selected by the respondent or pre-supplied by the researcher; either is acceptable and depends on the approach being used. However, for the purpose of this study the elements were supplied as derived from the literature review and as listed in the above Table 3.4. Shouman *et al.* (2009:68) affirm the suitability of the Repertory Grid because of '*...its bias towards natural language, its domain independence and its built in methodology...*'. Furthermore, they state that the Repertory Grid is '*one of the most popular indirect knowledge acquisition techniques...derived from Kelly's personal construct theory*'.

Twenty-four key officers from eight brand partners were interviewed by the researcher using the repertory grid tool (Jankowicz, 2004). The interviews lasted for approximately sixty to ninety minutes each, after which the findings were analysed. The main analysis technique for the repertory grids was content analysis using Honey's (1979) technique.

Honey's technique suggests the provision of an overall construct which is rated in relation to each of the supplied elements. A percentage similarity score is computed for each construct which is then categorised as being of high, intermediate or low value (H-I-L) (Jankowicz, 2004). The function of the H-I-L values is to ensure that an individual's perception is taken into account as some respondents may rate their responses to a higher or lower individual benchmark than other respondents. The similarity score assesses an individual response in relation to the supplied construct.

A particular advantage of using the RGT for the first phase of the research was that it helped to remove the researcher's own bias, as the pilot was completed within the researcher's own organisation (Diaz de Leon and Guild, 2003; Pollock, 1986). Shouman *et al.* (2009:68) agree that bias is limited and claim that the technique is a '*means of surfacing people's perceptions, attitudes or concepts in an uncontaminated way*'. Furthermore, it is argued that the RGT has proved effective in business research methods (Fransella *et al.*, 2004; Jankowicz, 2004; Fassin *et al.*, 2011), which is another reason for selecting this tool. Researchers who have used the RGT in similar studies include Borell *et al.* (2003), who applied the technique to the public sector, and Österlind and Denicolo (2006), who used the technique to examine management decisions in community care centres. Borell *et al.* (2003) used the RGT in their social work research as a way of establishing the perceptions of those involved in their research – this fits with the context of this study which confirms the appropriateness of adopting the RGT as a way of understanding and making sense of an issue from a perception perspective. In simple terms, the RGT brings to the surface the thoughts and ideas that people do not necessarily know they have – the RGT process teases out people's understanding of an issue in relation to how they rate something based on experience.

### *Sampling*

Members of each organisation selected for the case-study were contacted by email and telephone, and arrangements were made to meet those responsible for recruitment and to complete a repertory grid with each recruitment representative. Each grid consisted of ten supplied elements derived from the key areas identified and as extracted from the literature review. The standard triadic elicitation technique as used by Kelly (1955), Fransella *et al.* (2004) and Jankowicz (2004) was used to elicit the constructs. This

cycle of comparing and rating, or triading, continued until as many constructs as possible had been elicited and rated.

The grids were completed with 24 representatives from the eight case-study organisations to achieve the minimum requirement of constructs, with 324 constructs elicited in total. The 324 elicited constructs include the 45 constructs completed as part of the pilot phase; the pilot grids were completed within the researcher's own organisation. Therefore, the 45 pilot constructs together with the constructs elicited from the main phase of the study, i.e. 279, produced a total of 324 elicited constructs. As a rule of thumb, a minimum of 250 to 300 constructs are required to complete a content analysis (Jankowicz, 2004). Jankowicz also states that, on average, ten constructs tend to be elicited from a single grid with this kind of subject matter and approach.

#### *Dillman's Method*

The researcher gained permission to contact selected partners for the first stage of the study from the brand partner regional representative. To maximise response rates for the first stage of the research, email was the chosen medium for making initial contact. The Dillman (1978: 2000) method, also known as Total Design Method (TDM), was used to contact those selected to take part. TDM was modified as electronic communication replaced postal correspondence. The basic steps to maximising the response rate, according to Dillman, are as follows:

- Send a personalised advance-notice letter
- Approximately one week later, send further detailed information (*this study achieved a 62% return rate at this stage of the initial phase*)
- Approximately one week later send a follow-up reminder
- Two weeks later, send a new covering letter, to those who have not responded
- Send a final message to request participation (*this study achieved a response rate of 68% at this stage of the initial phase*)

Dillman's method was used to maximise the response rates for both the first and second stages of this research; however, postal communication was replaced by email.

### *Techniques for Stage 2*

Cunningham and Nickson (2011) and Morris (2001) used qualitative studies as their approach and semi-structured interviews as techniques, but Cunningham (2001), in addition to using semi-structured interviews, also used a postal questionnaire; participants from the postal questionnaire were selected to take part in the follow-up interviews, which took place over the phone. These research approaches, which were used as part of empirical research in VSOs, have even more relevance than in Haiven's (2000) and Kiwanuka and Kingston's (2011) work as this study was conducted with both interviews and a questionnaire, thus justifying the compatibility of this methodology in relation to other research completed within this area of focus and within the VS sector.

Consideration was given to other techniques, such as focus groups, and while the value of the focus group is acknowledged it would not be possible to address the objectives of this research from a group perspective for practical reasons. For example, those selected for interview, as participants in the case-studies, will be managers responsible for hiring paid staff, and it is unlikely that all the managers with this level of responsibility would be available to attend a focus group at the same time. However, the value of the focus group has not been overlooked; for example, the advantage of hearing other people's questions is often enough to facilitate a thought-provoking experience. Nevertheless, it is not the chosen technique, for the reasons given above; furthermore, the focus group does not seem to have been used by other researchers in this field, who in the main have opted for other techniques.

### *Rating Scale Questionnaire*

The questionnaire was based on a set of rating scales derived from the content analysis categories as described below, and it required respondents to add comments to qualify why certain ratings had been selected. The questionnaire consisted of twenty questions, each of which offered five possible responses ranging from 'strongly agree' to 'strongly disagree'. A text box was provided for respondents to add comments (Appendix H). Comments were requested from respondents if they rated their response as either 'strongly agree/disagree' or 'disagree/strongly disagree'. Therefore, whilst the ratings provided useful data, they were also an eliciting device for gaining more detailed

answers. The questionnaire was piloted prior to use and questionnaires were dispatched by emailing the recipients a Word 97-2003 version questionnaire (refer to Appendix H).

The questions used in the questionnaire were derived from the content analysis of the repertory grids. 324 constructs were analysed using Honey's (1979) technique whereby the constructs were rated as high, intermediate or low in each of the 15 categories. See section 3.2.3 above for the Honey technique rationale.

The constructs with the highest ratings formed the basis of the 20 questions for the questionnaires. The five categories that received the highest number of constructs formed the basis for two questions each, with the remaining 10 categories each providing the basis for one question. Therefore, the questionnaire consisted of 20 questions in total, chosen to represent the most important constructs in the repertory grid sample.

A similar approach to questionnaire design was used by Alimo-Metcalfe and Alban-Metcalfe (2001) as they conducted the initial phase of their research using the repertory grid technique and, following the content analysis of the constructs, devised their questions from the most salient points raised by respondents. Alimo-Metcalfe and Alban-Metcalfe (2001) used the construct elicitation process followed by content analysis and then categorised their findings into groups. Once the groupings had been independently agreed, the group categories then formed the basis of the questions used in the questionnaire, which was then piloted prior to being used in their main study. The approach used by Alimo-Metcalfe and Alban-Metcalfe (2001) was effective in eliciting the views of managers in a non-private sector environment across the UK, thereby justifying its suitability for use in this study.

The rating scale was based on the Likert (1932) principle offering respondents a choice of five options as mentioned above and was similar to the design used by Alimo-Metcalfe and Alban-Metcalfe (2001). The purpose of offering the ratings was to establish which of the questions elicited the highest agreement or disagreement, thereby establishing the biggest challenges facing the sector from the respondents' perspective. A five-point scale was used in order to cater for the possibility of a respondent being unable to agree or disagree with a question; therefore, offering a 'neither agree nor disagree' option allowed a neutral response to be made. Following the analysis of the questionnaires it was possible to add the total number of responses together for each question and then calculate the total percentage response given to each question rating



(refer to Tables 5.1 and 5.2). Therefore, the stage 2 questionnaire's rating scales covered the issues identified by the content analysis of the constructs provided by the grid.

The questions were constructed in such a way as to avoid preference effects and the tendency to agree by randomly reversing the direction of the scoring of the questions to ensure that 'neither agree nor disagree' followed a pattern throughout. In addition to having a total score for each question, the ratings were also an eliciting device as respondents were asked to comment whether they agreed or disagreed with a statement. The comments received are summarised in Appendix I and a summary of the comments is provided in section 5.5. Therefore, the initial stage of the study was used to derive the rating scales and the questions to be used for the second stage, as described above. The results from each stage of the study are presented in chapters 4, 5 and 6.

Access to participants identified through the sampling frame was gained as a result of the national body agreeing to allow the researcher to contact brand partners for case-studies and a further sample for the second phase of the research.

The questionnaire in stage 2 of this research was completed by forty-four of the 167 (minus the 8 who participated in stage 1, i.e. 159) brand partners. This represents a response rate of 28%. The researcher gained permission to contact all partners for the second stage of the study. Anderson and Gansneder (1995) state that the expected return rate for an email questionnaire is 76% as opposed to the optimum return from a postal questionnaire (even after using Total Design Method as explained in the following section), which is 74%. To maximise response rates of the survey, using email as the chosen medium, the Dillman (1978: 2000) method (see page 85) was used.

### **3.2.4 Ethical Considerations**

The researcher carrying out this study had privileged access to brand partners and their chief officers as she works for one of the brand partners. Permission to contact other brand partners to request their participation in this research was sought from the brand partner regional representative.

During all stages of the research, confidentiality was maintained and explained to respondents either verbally, in writing or both. Respondents were advised that participation was optional and that they could decide to retract either their interview

notes (RGT form) or their questionnaire at any stage. Furthermore, participants were also advised that their personal details and those relating to their organisation would be anonymised, with the necessary appendices being removed from the shared version of this thesis. A commitment was given to provide generalised results to those who participated. Feedback will also be provided to relevant policy-makers.

The requirements of the Data Protection Act (1998) have been complied with and the research has been conducted in compliance with the Heriot-Watt University research and ethics protocol.

### **3.3. Pilot Study (stage 1 only)**

#### *Introduction*

The pilot study was designed to check the usefulness of the main themes emerging from the literature synthesis using the RGT (stage 1 only) and was carried out within the HSC VSO where the researcher worked to ensure that the sample reflected the VSO and HSC, as these will be the focus for the main study. The pilot study was carried out during September and October 2013; although mainly procedural, it looked for any interesting trends that should be considered in the main study. The VSO for which the researcher worked gave permission and agreed to take part in the pilot.

The pilot organisation has not been named for confidentiality reasons and, for the purposes of this pilot, will be known as organisation 'X'. VSO 'X', one of the larger brand partners and one of the largest VSOs in its county, has an annual turnover of approximately £3,000,000, 129 staff and 600 volunteers. The researcher was given permission, as part of this pilot study, to access all staff responsible for hiring paid staff. Five staff members responsible for recruitment volunteered to take part in the pilot. The seniority levels of staff involved in the pilot ranged from team leader (first line management) to the most senior member of staff (the CEO).

Data were collected using the repertory grid and interviews were carried out on a one-to-one basis, lasting sixty minutes each on average. The researcher recorded the responses by noting the respondents' answers directly onto a hard copy repertory grid which was shown to the respondent on completion; the respondents confirmed that all of their comments had been recorded accurately.

The objectives of the pilot study included the following:

1. To check whether the elements derived from the literature review would allow for elicitation of meaningful constructs
2. To establish how many constructs would be elicited on average from each respondent
3. To allow the researcher to apply the RGT and gain experience of interviewing using the grid
4. To establish the average duration of an interview using the RGT
5. To establish whether the respondents would fully engage in a research technique with which they were unfamiliar
6. To assess whether any of the elements would need re-wording or changing
7. To establish whether the ‘laddering down’ technique would be effective with the respondents (Jankowicz, 2004)
8. To assess whether the chosen method would appropriately address the research question: *‘What key factors, as identified in the literature review, do the practitioners responsible for recruitment feel have the greatest impact on the decision to work for a VSO providing HSC services?’*

These largely procedural outcomes are described in the following section. The substantive content results gained from the pilot study grids are then presented in sections 3.3.2 and 3.3.3.

### **3.3.1 Procedure**

The pilot study was carried out by interviewing five staff, each of whom volunteered to take part in the study. Each of the interviewees had responsibility for the hiring of paid staff in a HSC VSO. As mentioned above, the VSO selected for the pilot study is the one where the researcher is employed; it was thus selected for the pilot study for reasons of practicality.

Each of the pilot interviews commenced with the researcher explaining that involvement was optional and that any findings from the grid would be anonymised. The researcher explained the purpose of the interviews and the process of eliciting the constructs. Once the introduction to the interview had been completed, each respondent was asked whether they were happy to continue, and each respondent consented. An

RGT template was used during the pilot interviews to record the constructs and ratings, and it is attached as Appendix C. For details on the RGT, refer to section 3.2.2. The ‘laddering-down’ technique (Jankowicz, 2004) was used to distil the meaning of the respondents’ initial thoughts to ensure that the constructs were as relevant and meaningful as possible.

On completion of the interviews, each respondent’s grid was shown to them to ensure that they agreed with it, and the data were later input into the WebGrid (2010) software to allow individual analysis (Appendix D).

#### *Pilot objective procedural outcomes*

The following paragraphs address each of the pilot objectives in turn, highlighting lessons learnt that were taken into consideration in the main study.

1. To check whether the elements derived from the literature review would allow for elicitation of meaningful constructs:

This was found to be the case. For example, ‘contract’ elicited constructs with contrasts of ‘length of tenure’ and ‘type of contract’, ‘salary’ produced constructs around ‘meeting expectations’ with contrasts identified as being soft rewards. All of the elements were crucial for teasing out the interviewees’ constructs; refer to Appendix D for constructs.

2. To establish how many constructs would be elicited on average from each respondent:

Each of the five respondents who took part in the pilot interviews offered nine constructs during the interview process, with the tenth being supplied as required for subsequent analysis using Honey’s technique: see section 3.2.3 above.

With nine constructs elicited from each of the pilot interviewees, a total of 45 constructs were elicited in total. As an overall target of 250 to 300 constructs were required in order for content analysis to be carried out in the main study, a further twenty-four repertory grids were required to reach the target number. With eight brand partners taking part as case study organisations, a total of three to four repertory grids per case study organisation were required.

3. To allow the researcher to apply the RGT and gain experience of interviewing using the grid:

The researcher was able to practice the RGT as part of the pilot and this proved useful as the researcher became more and more proficient with the elicitation of constructs as the pilot progressed. The ‘laddering down technique’ (Jankowicz, 2004) proved successful with interviewees during the pilot interview stage with respondents and aided with the formation of constructs which were recorded in the respondents own words.

4. To establish the average duration of interview using the RGT:

The average duration overall was sixty minutes for each interview.

5. To establish whether the respondents would fully engage in a research technique with which they were unfamiliar:

One of the unexpected outcomes of the pilot interviews was the degree to which all interviewees responded positively to the interview technique, even though it was unfamiliar to them. One executive commented that the RGT would be valuable for use in decision-making in the future. All interviewees responded favourably to the RGT without exception.

6. To assess whether any of the elements would need re-wording or changing:

As all elements appeared to elicit constructs during the triadic phase without issue so the elements as piloted (following the pre-piloting phase) remained the same for the main study.

7. To establish whether the ‘laddering-down’ technique would be effective with the respondents (Jankowicz, 2004):

As referred to in point 3 above, the ‘laddering-down’ technique worked well as part of the pilot, and this technique was therefore used as part of the main study.

8. To assess whether the chosen technique would appropriately address the research question: *‘What key factors, as identified in the literature review, do the practitioners responsible for recruitment feel have the greatest impact on the decision to work for a VSO providing HSC services?’*:

At the beginning of the pilot interviews, in order to provide clarity of purpose the interviewer explained that the RGT was being used to identify the factors that influence recruitment in the VS. As all the interviewees who took part in the pilot were responsible for the hiring of paid staff in HSC VSOs, the topic was familiar to them and was relevant to their roles and responsibilities. It was felt that all responses were relevant to the research question. This therefore supported the decision to adopt the RGT as the chosen technique for the main part of the study.

### **3.3.2 Pilot Data Analysis**

Analysis of the grids involved examination of the constructs elicited during the interviews, including qualitative data for content analysis. However, the rating of the constructs in relation to the elements provided quantitative data, which enabled an analysis of the differences between the constructs. Content analysis was the technique used to analyse the constructs of all grids, and in the main study the findings of the pilot and the main study were combined. Content analysis was used for the analysis of multiple grids because Cluster Analysis and Principle Components Analysis are unsuitable for aggregating results from more than one or two grids. Cluster Analysis and Principle Components Analysis are unsuitable because a) the purpose of this research is to aggregate the information from a group of respondents and to combine it to determine what trends, if any, exist, and b) there is simply too much information to discern any trend across more than two or three cluster analyses or principal component analyses unless the rating data are ignored when identifying content analysis categories. Honey's technique was subsequently used to address some of the information present in the ratings.

### **3.3.3 Results**

Five staff responsible for the recruitment and hiring of paid staff were interviewed as part of the pilot study. The results of the pilot repertory grids are shown below in Appendix D for each of the five respondents.

A further objective of the pilot study was to check the information likely to result from a content analysis (see Table 3.5 overleaf showing a content analysis of the constructs elicited during the pilot study):

<b>Table 3.5:</b> Content-analysis: Pilot study ‘Identify the factors which influence recruitment in the VS (and hence help to define the way the ‘contract culture’ operates)’. <i>(Note: that the construct column codes relate to the respondent number followed by the construct number elicited for example. 1.5 is the first respondent and their fifth construct)</i>			
Category	Definition (taken from the constructs categorised under this heading)	Construct	Sum %
Values	Personal values aligned to organisation; being a valued employee; personal values aligned to those of the organisation; emotionally attached to organisations values; personal values match to organisation; team player purposeful mission <i>versus</i> It’s just a job no personal attachment to organisation; not having hard work recognised; values detached from those of the organisation; alienated from the organisation due to values; no match to organisational values; individualistic rather than team player; just a job – no satisfaction	1.8 2.2 2.4 2.6 3.5 5.5 5.6	7 15.6%
Skills	Capabilities to deal with public administration; skill fit knowing ones role; clarity of message from employer re task; good skill match to role; ability to interact with colleagues; doing what you are good at ‘skill match’; both people and admin skill fit <i>versus</i> inability to manage public sector bureaucracy; skill deficit or uncertainty re knowing role requirements; ambiguity over task role; poor or no skill match to role; no interaction and lack of contact; no skills – doing something you are not good at; complete skill mismatch	1.9 2.7 2.9 4.4 4.5 4.9 5.3	7 15.6%
Rewards	Opportunities to progress within the organisation; treating people fairly for example Equity Theory; rewards linked to expectations’ personal benefits of the role; individual rewards; positive rewards both financial and personal <i>versus</i> no opportunity to progress within the organisation; unfair and disproportionate rewards; low or mismatch over rewards in relation to expectations; corporate only benefit from role; organisation benefits only; absence of rewards	1.3 2.5 2.8 3.4 3.7 4.2	6 13.3%
Salary	Tangible rewards such as pay and benefits; tangible rewards including pay and benefits; financial rewards for example pay/ salary; financial incentives as drivers; higher salaries; competitive salary <i>versus</i> soft rewards for example flexibility and autonomy to make decisions; antisocial hours in a poor working environment; flexibility of contract benefits other than pay; value match to organisation as driver; lower salaries; lack of acceptable financial rewards	1.5 2.1 3.1 3.3 4.1 5.8	6 13.3%
Contract	Job security able to stay with organisation for longer period; reasonable length of contract for example for more than 2 years; tangible positive terms and conditions; reliable permanent hours offered; feeling you have a secure contract <i>versus</i> dead end job with no job security; short term fixed contracts unattractive to skilled staff; psychological contract unwritten expectations; little security with unsociable hours; precarious tenure re contract	1.2 1.6 3.6 4.6 5.7	5 11.1%
Work life balance	Low stress working environment; Other benefits for example TOIL, flexi working, generous annual leave; additional benefits for example TOIL, annual leave; flexibility towards employee; work life balance positive <i>versus</i> rigid work patterns with poor work life balance; lack of contract benefits apart from pay; absence of benefits offered; inflexibility employer – no scope for flexi hours; burn-out with expectations to work overtime for no reward	1.7 3.2 4.7 4.8 5.1	5 11.1%
Culture	Control and autonomy over own work; positive organisation culture; positive culture and impact on employee; caring organisational culture <i>versus</i> lack of control over own working pattern; poor org culture; negative impact of culture on employee/s; ruthless working environment with everyone for themselves	2.3 3.9 4.3 5.2	4 8.9%
Relationship with employer	Meeting intrinsic expectations; positive relationship with employer; positive relationship with employer <i>versus</i> meeting extrinsic expectations with competitive pay and rewards; invisible within the organisation; not feeling part of the organisation	1.1 3.8 5.4	3 6.7%
Brand awareness	Clear brand awareness; brand awareness <i>versus</i> confusion re brand for example charities only need staff with soft skills; insignificant or confusing brand	1.4 5.9	2 4.4%
Total			45 100%

The pilot content analysis indicates that 15.6% of the responses elicited during the interviews were linked with values and 15.6% of responses were also associated with skill sets, thus suggesting that values and skills were the most prevalent issues in relation to factors that influence recruitment. Rewards and salary followed, with 13.3% of respondents' constructs being linked to these categories, highlighting the importance of these areas in relation to factors influencing recruitment from the perspective of those responsible for hiring paid staff. Contract and work-life balance were linked with 11.1% of the elicited responses, with culture (8.9%), relationship with employer (6.7%) and brand awareness (4.4%) receiving the lowest percentage of elicited constructs in relation to these categories.

The purpose of the pilot study was to check the information likely to result from a content analysis, and while the above has suggested categories that have higher relevance to hirers of paid staff with regard to the factors that influence recruitment, the sample was too small for the researcher to be fully confident that these outcomes are representative.

While content analysis was carried out on the constructs, at this stage the pilot results were only indicative as they represented the views of five pilot interviewees with 45 elicited constructs, and the analysis had not been checked for reliability. The purpose of the pilot was to establish whether the RGT was feasible for this type of study, and indications from the pilot would appear to show that the technique is compatible. All pilot participants responded well in engaging with the technique, and one senior manager commented on its wider applicability within the organisation in relation to decision-making.

### **3.3.4 Pilot Study Conclusion**

The pilot study indicated that the elements derived from the literature review would allow purposeful elicitation of constructs using the triadic elicitation technique; therefore, they should remain unchanged for the main study. The number of constructs elicited from each respondent during the pilot interviews was nine, thus suggesting that a further twenty-four repertory grids would need to be completed as part of the main study to reach the required number (250-300) for effective content analysis. Interviews lasted, on average, for one hour; twenty-six hours (excluding preparation, travel,

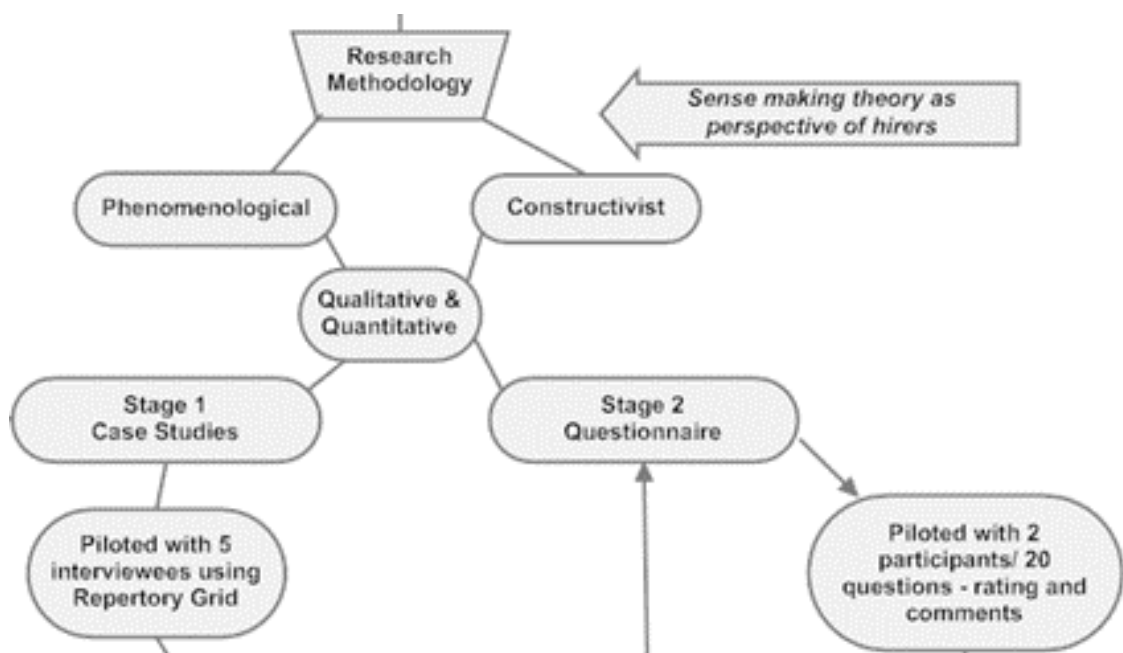


analysis and writing-up) were therefore set aside by the researcher to complete the one-to-one interviews.

During the pilot interviews the researcher was able to develop her skills and practise the ‘laddering-down’ technique, which was well received by respondents – it was the aim of the researcher to further develop her interviewing skills and apply the ‘laddering-down’ technique during the main research stage. All respondents’ engaged well with the interview technique even though they were unfamiliar with the process at the time of the interviews.

The results of the pilot study, together with the outcomes of the literature review, formed the basis of the formal theory examined in the main study: *The recruitment difficulties experienced by voluntary health and social care providers in the UK are a result of the ‘contract culture’*.

The following diagram, fig. 5, shows the progression from the research methodology and the pilot stages of the study through to stage one phase of the research – the case studies.



**Figure 5:** Diagram showing progression from the research methodology and pilot stages to the initial stage of the research – the case studies (*extract from overall study process map refer to Chapter 7, fig. 7*).

## **4 CASE-STUDIES - Findings and Analysis (Stage 1)**

### **4.1 Introduction**

This chapter presents the results of the 24 repertory grids, while chapter 5 shows the findings of the questionnaire and chapter 6 discusses the findings from both stages of the research, with chapter 7 providing the conclusions. This section presents the results of the content analysis using Honey's (1979) technique in the form of a supplied construct for each of the 24 respondents.

This section details the findings from the 24 interviews completed over a period of two months with representatives of the eight case-study organisations, all from the brand partner network, who have responsibility for recruiting paid staff. A total of 324 constructs were elicited from the 24 interviewees, with each interviewee also rating the supplied construct to allow analysis using Honey's (1979) technique. Therefore, a total of 324 elicited constructs plus the additional supplied construct for each interviewee resulted in an overall total of 348 constructs.

### **4.2 Results**

The repertory grids from each of the 24 participants were content-analysed to ascertain what factors the interviewees construe the main issues to be, and Table 4.1 presents the results obtained after a detailed reliability check. The constructs were written onto index cards and each card was labelled with the interviewee number, construct number and the H-I-L (high, intermediate or low) value. Two sets of index cards were made, one set for the researcher and the other set for an independent researcher. Each researcher, independently, categorised the index cards into groups. This process is known as bootstrapping (Jankowicz, 2004). The outcome of the first reliability check resulted in a 75% agreement (Appendix E). A careful examination of the off-diagonal codings of Appendix E, and a discussion of their meaning by the two researchers, resulted in a redefinition of some of the categories. As the percentage agreement benchmark is a minimum of 90%, the coding process was then repeated using the redefined categories; there was a substantial improvement in the agreement between the two researchers, and a final reliability score of 96.6%, Cohen's Kappa 0.95, (Appendix F) was achieved.

Given the presence of a few unresolved codings, the chief researcher's categorisation took precedence, as is usual in these circumstances (Jankowicz, 2004:163).

Table 4.1 provides a summary of the data presented in Appendix G, which gives a full listing of categories and a breakdown of the percentage of constructs per category, the average percentage similarity score and the percentage of high-level ratings for each of the areas. Table 4.2 shows the average percentage similarity score.

Table 4.1		Content Analysis Summary								
Position	Category	Number of elicited constructs per category	% of constructs per category in relation to overall % constructs	Average % Sim Score for category	H per category	I per category	L per category	H% per category	I% per category	L% er category
1	Skills	55	16.97	57.55	19	24	12	34	44	22
2	T/C Benefits	34	10.5	47.5	9	12	13	26	35	38
2	Attraction	34	10.5	62.94	18	12	4	53	35	12
4	Culture	26	8.02	50.58	10	7	9	38	27	35
5	Motivation apply	24	7.41	54	8	10	6	33	42	25
6	Brand awareness	23	7.11	54.35	10	7	6	43	30	26
7	Job security	21	6.48	58.33	6	8	7	29	38	33
8	Values	19	5.86	48.95	11	4	4	58	21	21
9	Tendering	18	5.55	50.28	5	6	7	28	33	39
9	Progression	18	5.55	55	4	11	3	22	61	17
11	Salary	15	4.63	55.67	8	3	4	53	20	27
12	Work life balance	13	4.01	57.69	6	7	0	46	54	0
13	Flexibility	11	3.4	62.27	5	5	1	45.5	45.5	9
14	Zero hr contracts	7	2.16	61.43	3	3	1	43	43	14
15	Graduates	6	1.85	62.5	2	2	2	33.3	33.3	33.3
		324	100		124	121	79			

Table 4.2			Average Percentage Similarity Scores
% Sim Rank	Category	Average % Sim Score for category	
1	Attraction	62.94	
2	Graduates	62.5	
3	Flexibility	62.27	
4	Zero hr contracts	61.43	
5	Job security	58.33	
6	Work life balance	57.69	
7	Skills	57.55	
8	Salary	55.67	
9	Progression	55	
10	Brand awareness	54.35	
11	Motivation apply	54	
12	Culture	50.58	
13	Tendering	50.28	
14	Values	48.95	
15	T/C Benefits	47.5	

Fifteen categories were identified as being representative of the constructs elicited, and the following summarises the meaning of each of the groupings presented in order of total number of constructs received:

### *Skills*

The constructs in this category reflect the skills gaps in the sector, especially business, tendering, contract management, fundraising and IT. However, the skill fit is part of this grouping, as candidates have the ‘wrong skills’ as opposed to ‘not having any skills’. The skills gaps were contrasted with references to an abundance of skills and easy attraction of people with said skills to the sector. Skills received the highest number of constructs (Table 4.1), with the seventh highest ranking in relation to percentage similarity score (Table 4.2).

### *T/C benefits*

Terms, conditions and benefit constructs relate to good terms and conditions attracting good staff. This was contrasted with the VS’s inability to offer competitive terms and conditions to applicants in comparison to other sectors. The terms/conditions and benefits category was ranked joint second in the number of constructs recorded for a category but was ranked last, fifteenth, by average percentage similarity score. However, the difference between the highest and lowest average percentage similarity score was just 15.44.

### *Attraction*

Attraction was joint second in ranking for numbers of constructs elicited and first in relation to average percentage similarity score. This category relates to the difficulty in attracting people to the sector due to ambiguity of the sector, high recruitment costs and difficulty recruiting into senior posts. This was contrasted with attracting staff from other sectors and clarity of sector for those applying. The high number of constructs combined with the highest percentage similarity score suggests a consistent view with a high degree of importance.

### *Culture*

This category relates to two aspects of culture: firstly, the ‘contract culture’ and the impact the increased competition for funding is having on employees; and, secondly, the culture of staff-centric organisations. This was contrasted with the fact that funding used to come in anyway and a lack of awareness of the culture of the voluntary sector. Culture received the fourth highest number of elicited constructs and is positioned twelfth in relation to average percentage similarity score.

### *Motivation to apply*

The constructs elicited in this category relate to people wanting to work in the sector as they want to give something back to society, being motivated to apply due to lack of formal structure, and consciously applying to work in the sector. This category received the fifth highest number of constructs and was ranked eleventh in relation to average percentage similarity score.

### *Brand awareness*

This category received the sixth highest number of constructs with an average similarity score, being ranked tenth. The constructs in this category reflect the lack of awareness of the sector regarding the brand and the misconception that the sector is an easy option to work in, with opposing constructs relating to a clear understanding of the brand.

### *Job Security*

The seventh most popular construct overall, with the fifth highest average percentage similarity score, is job security. Constructs relate to the importance of tenure of contract, as the more permanent the contract, the more attractive the position to potential applicants. Short-term contracts contrasted with staff looking for more permanent positions and job security.

### *Values*

The values category ranked eighth in total number of constructs per category, with an average percentage similarity score leaving it in fourteenth place. Constructs relate to the importance of feeling valued at work, with personal values matched to those of the organisation. Contrasting constructs were concerned with not feeling valued at work, the importance of financial rewards, and poor job satisfaction.

### *Tendering*

This category recorded the ninth highest number of constructs and was positioned thirteenth in average percentage similarity score. Constructs related to the difficulties of tendering, meeting criteria, and the additional administration the tendering process brings to the sector. Opposing constructs relate to the opportunities tendering can bring, despite the fact that the contract price may not cover all of the project costs.

### *Progression*

Progression received the ninth highest percentage similarity score and as a category received the joint ninth highest number of elicited constructs. Opportunities to progress were contrasted with a lack of opportunity to progress and develop.

### *Salary*

The eleventh most popular category was salary, with 15 constructs. However, salary received the eighth highest percentage similarity score. Elicited constructs reflected the importance of competitive salaries aligned with the market with contrasting constructs of low pay being unattractive to applicants.

### *Work-life balance*

Work-life balance received the twelfth highest number of elicited constructs but was ranked sixth on percentage similarity score. 100% of the values for this category were

rated as either high or intermediate. Elicited constructs related to the importance of flexible working and good work-life balance, which contrasted with rigidity and inflexibility of working patterns.

### *Flexibility*

This category received just over three per cent of the elicited constructs, and it was ranked thirteenth overall in relation to the number of constructs; however, flexibility received one of the highest average percentage similarity scores. Constructs listed as being important concerned flexible contracts attracting candidates, which contrasted with rigidity and inflexibility in contracts being unattractive to potential candidates.

### *Zero-hours contracts*

As with flexibility, this category was ranked very low in the overall number of constructs that were elicited but, conversely, was ranked as one of the highest categories with an average percentage similarity score. Constructs rated as being important were the unattractiveness of zero-hours contracts, although their importance for being able to provide service delivery was emphasised. The opposing contrasts were concerned with how permanent contracts are more attractive than zero-hours contracts.

### *Graduates*

Graduates received the lowest number of elicited constructs of all the fifteen categories but it was one of the highest categories in percentage similarity score. Constructs were focused on the lack of graduates applying to the sector for jobs, and this was contrasted with clear brand awareness of the voluntary sector among graduates.

### 4.3 Findings

This chapter presents the findings of the content analysis of the constructs using Honey's (1946) technique.

The categories that received the majority of the constructs were skills, terms and conditions and attraction. The categories with the highest percentage similarity score were attraction, graduates and flexibility. The categories that received the lowest number of constructs were work-life balance, flexibility, zero-hours contracts and graduates. The categories that received the lowest percentage similarity scores were tendering, values and terms/conditions, and benefits. This phase of the research has shown which constructs rated more highly than others in terms of importance and which constructs received the highest average percentage similarity scores. The findings suggest that the number of elicited constructs (frequency) does not relate to the degree of importance (similarity score) in a particular category; however, the difference between the highest and lowest average percentage similarity score is just 15.44%. In summary, it was found that the constructs mentioned most frequently were not necessarily the ones respondents felt the most strongly about.

The above findings are linked to the research objectives (refer to section 2.7 for the original statement of objectives) as follows:

#### Objective 1

1. To examine, in particular, the relationship between resources available and the recruitment of staff in the VS:

Skills received the highest number of constructs, over any other category, in terms of being a concern to respondents, with a percentage similarity ranking of 7 out of 15. A skills shortage was reported in areas of contract management, tendering, business, fundraising, grant management and administration.

Terms and conditions received the second highest number of constructs but came last of all the categories in relation to percentage similarity of response. Offering good terms and conditions was seen as important for attracting the right staff, and while the



voluntary sector was seen as offering good leave entitlements its terms and conditions were reported as not being as competitive as other sectors. These findings would suggest that the sector is unable to compete with other sectors when recruiting as its terms and conditions are not competitive with the public and private sectors.

Attraction was the joint second most commonly mentioned category and received the highest percentage similarity score of all the 15 categories. Attraction was seen as an issue due to high advertising costs, limited budgets which restricted the use of recruitment media, and the need to frequently repeat recruitment campaigns for certain roles. Senior management roles were reported as being difficult to attract suitable candidates into. These findings would suggest that the limited budgets available restrict the media accessible to those responsible for hiring paid staff, resulting in the need to re-run recruitment campaigns, which carries additional time and advertising costs.

The category that received the seventh highest number of constructs and the fifth highest percentage similarity score was job security. Attracting staff into the sector was suggested as being challenging as a result of the short-term contracts on offer. Applicants were seen as favouring roles that offered more security through permanent contracts. These findings would suggest that short-term contracts are not viewed as conducive to the attraction of staff to the sector.

Tendering received one of the lower percentage similarity scores. This category highlighted concerns around increased administration resulting from the competitive tendering processes, and the subsequent anxiety caused to staff when existing contracts are tendered, as they are in danger of being transferred to another employer.

Although salary only received the eleventh highest number of constructs, it was ranked slightly higher in relation to percentage similarity score. Recruitment issues linked with salaries, according to the respondents, included the fact there are salary gaps in the market and salaries are not aligned across the sector, thereby making other sectors look more attractive than the voluntary sector in terms of pay. This suggests that the voluntary sector is less attractive than sectors offering higher salaries to those looking for work.

Recruitment of graduates into the voluntary sector received the lowest number of constructs but was ranked second on overall percentage similarity score. Respondents therefore appear to agree that graduates are rarely attracted to the sector, which suggests

that this is a resource that is not currently being accessed or targeted by the sector when recruiting. This indicates that marketing and publicity is the responsibility of the sector, which is an action to take forward.

Therefore, in summary, the skills deficit identified within the market, the inability to offer good terms and conditions, the lack of graduates being attracted to the sector and the financial restrictions that impact on advertising suggest that there is a relationship between the resources available and the recruitment of staff into the voluntary sector. This was examined further using a questionnaire on a larger sample (refer to Chapter 5).

## Objective 2

2. To examine, in particular, whether and to what extent reliance on contracts has an impact on terms and conditions of staff working in the VS:

The job security and terms and conditions categories are relevant to this objective as contracts are often reported as being fixed-term. This impacts on the terms and conditions that can be offered to applicants by the voluntary sector. Applicants are reported as wanting job security as opposed to contracts of a fixed duration. Contract funding is stated as having an impact on the training and development the voluntary sector can offer its employees, as it is claimed that the contracts fail to cover all costs linked to the funded service. It has also been claimed that contractual funding does not allow the provider to offer performance-related pay or financial incentives due to the limited budgets linked to the contracts. Furthermore, it is suggested that the expectations of the staff are too high given the terms and conditions offered by the voluntary sector to paid employees.

A further complication raised about the impact of contracts on terms and conditions concerns contracts which are re-tendered, with staff being transferred either in or out of organisations with protected terms and conditions. This means that there may be paid staff working on the same project or service at the same level but with different terms and conditions due to TUPE. The tendering category is further relevant to this objective, as constructs stated by respondents in the first stage of the research show how staff anxiety increases when contracts are re-tendered, resulting in higher attrition rates as staff leave their existing positions to look for more permanent employment elsewhere.

As staff leave paid positions when their contracts come to an end, this impacts on the organisation's ability to offer attractive recruitment packages to incoming staff, especially if there are only months or weeks left on a contract before the funding ends. However, taking into account the issues raised, many of the comments made during the first stage of this research indicate that the paid staff working in the sector often tolerate the short-term contracts and poorer remuneration packages as a trade-off for a positive work-life balance, working closer to home, good annual leave and flexible working. The findings of the content analysis form the basis of the questions for the second stage of the research, which involved a questionnaire; this is discussed in the next chapter.

**The above findings suggest that reliance on contracts impacts on the terms and conditions of staff due to fixed-term funding and job insecurity; these areas were examined in more detail with a larger sample, using a questionnaire. (Refer to section 3.2.2.)**

## **5 FINDINGS and ANALYSIS (Stage 2)**

### **5.1 Introduction**

Chapter 4 details the findings from the first stage of the research which used the repertory grid technique to understand how those responsible for recruitment in the voluntary sector construe the issues they face when hiring paid staff. The findings of the repertory grids were grouped into fifteen categories using the constructs with the highest ratings, or 'H values', and highest percentage similarity scores (refer to Appendix G). The constructs with the highest ratings formed the questions for this second stage of the research. The percentage similarity scores and H (high) values are important because they indicate which individual responses the respondents feel most strongly about. It is important to look at the H values as well as the percentage similarity scores, as people have different similarity metrics; i.e. 75% may be high to one person but low to another person.

The five categories with the highest percentage number of responses each formed the basis for two questions on the questionnaire, with the remaining ten categories forming the basis for one question each. The questions were allocated in this way because this is a rough reflection of the relative frequency of the different categories in the sample as a whole, and it was important that the questionnaire reflected this. Therefore, a total of twenty questions were derived from the most frequently occurring constructs and those with high H values. The questions that formed the questionnaire were therefore meaningful and representative of the thinking of the respondents from the first stage of the research. Each construct was worded as a statement in the questionnaire, with which the respondent could either strongly agree, agree, neither agree nor disagree, disagree or strongly disagree. Comment boxes were also provided to enable respondents to add details on why they selected a particular rating. The quantitative and qualitative nature of the questionnaire therefore provided the respondent with the opportunity to comment on why he/she made a particular response to a statement. The questionnaire was therefore a rating questionnaire based on the Likert (1932) principle but it was also developed to allow narrative responses to provide a deeper understanding and add a richness to the data captured. Refer to Appendix H for the stage 2 questionnaire.

The format used for the questionnaire was Word 97-2003. Consideration was given to using an online survey but this was discounted due to the large amount of online survey traffic currently experienced, much of which is automatically diverted to junk email

boxes. It was thought that a more personal approach using a format that would be fully accessible would achieve the highest response rate.

## **5.2 Questionnaire pilot**

A small pilot study was conducted to test the questionnaire prior to using it for stage 2 of the research. The questionnaire was piloted with two respondents who tested the accessibility of the format together with the clarity of the questions. The outcome of the pilot study was that no adjustments were required to the questionnaire.

## **5.3 Questionnaire sample selection**

An email was sent to all brand partners, excluding those involved in the initial stage of the research, inviting them to complete the questionnaire (Appendix H). Thirty-four brand partners replied that they were unable to participate due to leave, having new management structures, time pressures and/or being short-staffed. A total of forty-four brand partners agreed to complete the questionnaire. As the deadline for the completion approached, a follow-up email was sent as a reminder to several of the brand partners who agreed to complete the questionnaire, in order to maximise the response rates. Of the forty-four organisations that confirmed they would participate, all of them completed the questionnaire and returned it within the response deadline. All completed questionnaires were acknowledged by return email. Therefore, each of the forty-four respondents represented a different brand partner (brand partner being a generic term used for an Age UK *Anytown*). Each respondent was either a chief officer, a senior manager or a manager with responsibility for or experience of hiring paid staff.

## **5.4 Quantitative analysis**

The quantitative data were analysed using Excel 2013. All responses from the five-point scale were extracted from the Word 97-2003 questionnaire and input manually into an Excel spreadsheet. Organisational responses were coded, and once all of the data had been input into the spreadsheet the responses were filtered to allow the grouping of

responses to each particular question. The following Table 5.1 shows the frequency, while Table 5.2 overleaf shows the percentages of responses to each question:

Table 5.1 Questionnaire Analysis	Frequency of Responses (Number)					
	Q	SA	A	N	D	SD
There is no difficulty recruiting into roles which require tendering skills	1	1	9	12	16	6
There is no difficulty recruiting into roles into which require business skills	2	1	19	2	14	8
The T&C for paid staff in the VS are competitive	3	0	6	1	27	10
Offering good T&C attracts high calibre applicants	4	8	23	10	3	0
It is easy to recruit into management or executive roles in the VS	5	1	9	14	16	4
Agencies are frequently used to advertise vacancies for paid staff	6	2	6	6	22	8
The contract culture has not increased competition for funding in the VS	7	1	3	9	18	13
Organisational fit is unimportant when recruiting paid staff	8	6	6	8	13	11
Applicants apply for a job because they need work - the type of work is unimportant	9	0	12	12	16	4
Lots of people are looking specifically for paid work in the VS	10	0	13	20	8	3
Applicants assume the VS will be an easy place to work	11	10	17	10	6	1
Recruiting staff into roles with short-term contracts is easy	12	0	7	14	15	8
Applicants attracted to the VS value a higher salary more important than valued at work	13	1	6	9	21	7
Management costs are increasing due to the contract culture & accountability	14	8	25	7	4	0
The VS is able to offer career and development opportunities	15	4	27	8	5	0
Compared to other sectors the VS is able to offer competitive salaries	16	0	5	9	23	7
Applicants are attracted to the VS because they feel it will offer a good work life balance	17	2	21	15	6	0
Flexible working opportunities in the VS attract applicants	18	8	24	9	3	0
It is easy to attract/ retain staff in the VS on zero hour contracts	19	2	12	17	9	4
The VS attracts graduates who are looking for career opportunities	20	0	11	13	17	3

Table 5.2 Questionnaire Analysis	Percentage of Response (%)					
	Q	SA	A	N	D	SD
There is no difficulty recruiting into roles which require tendering skills	1	2	21	27	36	14
There is no difficulty recruiting into roles into which require business skills	2	2	43	5	32	18
The T&C for paid staff in the VS are competitive	3	0	14	2	61	23
Offering good T&C attracts high calibre applicants	4	18	52	23	7	0
It is easy to recruit into management or executive roles in the VS	5	2	21	32	36	9
Agencies are frequently used to advertise vacancies for paid staff	6	4	14	14	50	18
The contract culture has not increased competition for funding in the VS	7	2	7	20	41	30
Organisational fit is unimportant when recruiting paid staff	8	14	14	18	29	25
Applicants apply for a job because they need work - the type of work is unimportant	9	0	27.5	27.5	36	9
Lots of people are looking specifically for paid work in the VS	10	0	30	45	18	7
Applicants assume the VS will be an easy place to work	11	23	39	23	13	2
Recruiting staff into roles with short-term contracts is easy	12	0	16	32	34	18
Applicants attracted to the VS value a higher salary more important than valued at work	13	2	14	20	48	16
Management costs are increasing due to the contract culture & accountability	14	18	57	16	9	0
The VS is able to offer career and development opportunities	15	9	62	18	11	0
Compared to other sectors the VS is able to offer competitive salaries	16	0	12	20	52	16
Applicants are attracted to the VS because they feel it will offer a good work life balance	17	5	48	34	13	0
Flexible working opportunities in the VS attract applicants	18	18	55	20	7	0
It is easy to attract/ retain staff in the VS on zero hour contracts	19	5	27	39	20	9
The VS attracts graduates who are looking for career opportunities	20	0	25	29	39	7

The data responses to each of the twenty questions are detailed in the following section, with the synthesis of the findings from both stage 1 and stage 2 of the research presented in Chapter 6.

In summary, the information above is listed in the following Table 5.3 overleaf to show the ranking order of the questions most agreed or disagreed with:

Table 5.3 Questions ranked according to degree of agreement or disagreement (% respondents)			%	%
Question Number	Rank	Statement	SD/D	SA/A
3	1	The T&C for paid staff in the VS are competitive	84	
14	2	Management costs are increasing due to the contract culture & accountability		75
18	3	Flexible working opportunities in the VS attract applicants		73
7	4	The contract culture has not increased competition for funding in the VS	71	
15	4	The VS is able to offer career and development opportunities		71
4	6	Offering good T&C attracts high calibre applicants		70
6	7	Agencies are frequently used to advertise vacancies for paid staff	68	
16	7	Compared to other sectors the VS is able to offer competitive salaries	68	
11	9	Applicants assume the VS will be an easy place to work		64
13	9	Applicants attracted to the VS value a higher salary more important than valued at work	64	
8	11	Organisational fit is unimportant when recruiting paid staff	54	
17	12	Applicants are attracted to the VS because they feel it will offer a good work life balance		53
12	13	Recruiting staff into roles with short-term contracts is easy	52	
1	14	There is no difficulty recruiting into roles which require tendering skills	50	
2	14	There is no difficulty recruiting into roles into which require business skills	50	
20	16	The VS attracts graduates who are looking for career opportunities	46	
5	17	It is easy to recruit into management or executive roles in the VS	45	
9	17	Applicants apply for a job because they need work - the type of work is unimportant	45	
10	19	Lots of people are looking specifically for paid work in the VS		30
19	20	It is easy to attract/ retain staff in the VS on zero hour contracts	29	
		Key: SA= strongly agree, A= agree, SD= strongly disagree, D= disagree		

The question with the highest percentage of response overall is question 3, with 84% of respondents strongly disagreeing or disagreeing that the terms and conditions offered to staff in the voluntary sector are competitive, 75% of respondents strongly agreeing that management costs are increasing and 73% of applicants agreeing that flexible working attracts candidates to the sector.

The following section (5.5) details the qualitative findings from the questionnaire, while the data from both stages of the research are discussed in Chapter 6.

Each question on the questionnaire was presented in the form of a statement which asked respondents to comment in addition to rating their response. Comments were extracted from the questionnaire and transferred onto an Excel 2013 spreadsheet to allow the filtering of responses according to question number. The written comments received for each question are listed in Appendix I.



## 5.5 Qualitative analysis

Section 5.4 details the findings of the quantitative data from the 44 completed questionnaires and this section analyses the comments noted by the questionnaire participants (Appendix I). Appendix I shows a varying number of comments per question as some respondents did not include comments for some of the questions (refer to Table 5.4 for number of comments received for each question). The comments, in summary, are as follows (listed in order of questions that received the most comments):

*Question 3: The terms and conditions for paid staff in the voluntary sector are competitive with the private and public sectors.*

The 37 respondents who selected “disagree” or “strongly disagree” were asked what needs to happen to improve the situation, and 33 comments were provided along the following lines:

Several respondents commented that salaries in the voluntary sector are lower than in other sectors; however, one response highlights that the salaries offered are not necessarily the worst ‘*They may not be as highly paid as the best paid alternative employers but I also think they are not as poorly paid as the worst*’. A suggested way of improving the situation is to broaden the approach when recruiting and include younger people, particularly students. A further suggestion to improve the current situation was for the voluntary sector to generate its own income in order to use the income to offer competitive terms and conditions and career prospects. More funding for the sector was seen as vital, with the sector providing other benefits that help to offset the poorer terms and conditions on offer. It was stated that pay in the voluntary sector is lower than that offered in the public sector, and that the pay difference is growing. It was suggested that grants and contracts are needed to be able to offer competitive salaries and benefits.

The above material was derived by précising the respondents’ statements shown in italics in the ‘Response’ column of Appendix I. The italicised statements were chosen as best reflecting the thrust, across all respondents, of all the responses they gave to each question. This is an example that makes the procedure explicit; the same procedure has been used for each of the questions that follow.

*Question 13: Applicants attracted to the voluntary sector value a higher salary as being more important than feeling valued at work.*

The 28 respondents who selected “disagree” or “strongly disagree” were asked to state what factors applicants see as being more important than salary, and 28 comments were provided along the following lines:

No one comes into the voluntary sector for the money; they want to make a difference. Comparative posts in the private sector offer 10-15% higher wages. One respondent commented that perhaps the message is not getting through to graduates that it is acceptable not to chase the biggest salary. Comments also included the importance of job satisfaction, feeling valued, having good colleagues, and the purpose being more important than the salary. One respondent commented that *‘No one joins the voluntary sector because of the salary offered. Comparative posts in the private sector often attract salaries in excess of 10-15% higher wages’*. However, it was reported that the wage offered did have to be fair. Altruism and intrinsic motivation were both mentioned and one respondent stated that they felt both pay and satisfaction had equal value for employees. Someone commented that things have changed over recent years and that people need to work and earn their salaries; gone are the days when people worked for charities ‘for peanuts’.

*Question 9: Applicants apply for a job because they need work – the type of work is unimportant.*

The 20 respondents who selected “disagree” or “strongly disagree” were asked to state why the type of work is important, and 27 comments were provided along the following lines:

Doing something worthwhile was one of the comments with reference to what motivates people to apply to the sector. There was mixed opinion on whether people apply simply because they are seeking any type of work or whether the applicants are motivated to apply because of the type of work on offer. Applicants who are applying regardless of their interest in the role are suggested as doing so because of job centre or benefits requirements. However, in view of the vital work the sector does, importance was placed on screening candidates to ensure they were the right people for the job, with the right motivations. It is argued that many applicants undoubtedly have the right motivations for the type of work on offer because, as the salaries are often lower, it must be the type of work that is attracting candidates as opposed to the tangible rewards.

*Question 7: The 'contract culture' has not increased competition for funding in the voluntary sector.*

The 31 respondents who selected “disagree” or “strongly disagree” were asked what needs to happen to improve the situation, and 26 comments were provided along the following lines:

Some commented on how the ‘contract culture’ has significantly increased competition for funding, with one respondent noting how their organisation had recently lost a large contract as a result of the competitive environment. Although it was suggested that competition is not necessarily a bad thing, it was noted as potentially having a negative impact on quality as costs are driven down. Voluntary sector organisations were identified as being in competition with one another rather than working in partnership. It was also commented that some organisations are differentiating and tendering for work that they may not have the capacity to deliver. One respondent thought that the right organisations may not necessarily always be delivering the right services as a result of the competitive environment. ‘Dog eat dog’ was a phrase used by one respondent, while another respondent stated that the competition was resulting in a reduced level of cooperation within the voluntary sector. Tendering was a recurrent theme in this category, with the impact of tendering impacting on the sector due to the amount of work involved even in tendering for small contracts. Solutions to the above included more partnership working to apply for joint funding for projects, and focusing on income generation rather than continuing to rely on grant income. Being tender-ready was also suggested, with the organisation ensuring it had access to the right expertise in order to win contracts.

*Question 16: Compared to other sectors the voluntary sector is able to offer competitive salaries.*

The 30 respondents who selected “disagree” or “strongly disagree” were asked to state what needs to happen to improve the situation, and 26 comments were provided along the following lines:

Respondents’ comments on this statement included the fact that their funding does not enable them to increase salaries, as commissioners are always looking to reduce costs. Additional difficulties and strains were reported by organisations whose salary levels are linked with local government pay scales. Infrastructure costs are also reported as being cut, which means it is not possible to increase salaries. Some felt that the

competitiveness of a salary may depend on the role but salaries were usually 10-15% lower than in other sectors. Suggestions for improving the situation included cost-sharing, using the savings to increase salaries, and stating realistic costs in tenders to cover competitive salaries.

*Question 12: Recruiting staff into roles with short-term contracts is easy.*

The 23 respondents who selected “disagree” or “strongly disagree” were asked to state why it is difficult to recruit into roles which offer short-term contracts, and 26 comments were provided along the following lines:

Responses mostly highlighted the fact that applicants would prefer permanent positions as opposed to short-term contracts. Short-term contracts were seen as attracting those who need to apply for jobs as a condition for receiving benefits. However, short-term roles were seen as attractive to the long-term unemployed who may accept a short-term contract as a way back into employment. Nevertheless, one respondent commented that while short-term roles can attract a high number of applicants, only a few of them would be able to ‘slip into the role easily’. A further challenge posed by the short-term contract was the fact that employees filling these positions often need high levels of support and training. One major challenge highlighted was the difficulties created when staff leave as their contracts near the end of their duration. Two respondents commented that they do not have or have not yet had to recruit into short-term roles. One respondent added that employment is not an issue in their area. The recession and its impact on funding was also raised, with a representative of one particular organisation commenting that many of the services they now provide are funded by older people themselves. Solutions to the above issues included setting out at interview with the new short-term recruits an exit strategy with, if possible, opportunities for them to work elsewhere within the organisation once the contract comes to an end. A further suggestion was that short-term contracts should be for a minimum of three years.

*Question 14: Management costs are increasing due to the ‘contract culture’ and increased accountability.*

The 33 respondents who selected “agree” or “strongly agree” were asked what needs to happen to reduce management costs, and 25 comments were provided along the following lines:

Some felt that organisations need to ensure that admin and monitoring costs are included within their tenders/contracts. Contract monitoring costs should be included in contract budgets and should not be an additional cost for a voluntary sector organisation. Commissioners need to be clear on what they want measuring and VSOs need to ensure that IT systems are supporting performance monitoring. Mergers, joint working and sharing of costs/risks were suggested together with sharing of common tender knowledge. A respondent noted that they had recruited a business development manager to write the tenders in order that the CEO and department leads might get on with their jobs. Some mentioned the intolerable strain the ‘contract culture’ is having on staff as the structure is very flat – one respondent expressed concerned about how long this might continue.

*Question 11: Applicants assume the voluntary sector will be an easy place in which to work.*

The 27 respondents who selected “agree” or “strongly agree” were asked to state why applicants think the voluntary sector is an easy place to work, and 25 comments were provided along the following lines:

A large number of comments were made on this statement, with the majority of the responses highlighting the lack of awareness about the voluntary sector. Comments included ‘incorrect perceptions of the sector’, the words ‘voluntary sector’ conjuring up incorrect perceptions of ‘twin-set and pearls’, ‘nice old ladies’, and an ‘easy and cuddly place in which to work’. However, others stated that people have a shock when joining the sector due to the pace, complexity and volume of work; many subsequently leave. Comments were also made about the lack of awareness of how the sector is funded and the fact that the sector is not perceived to be as professional as other sectors. One respondent commented that ‘*The sector is seen as an easy cosy sector. People still do not see us as professionals.*’ Tendering and contract management require a high level of skill, and one respondent stated that they felt the image of the sector was starting to change. A solution to the misperception of the sector was to provide detailed job application packs with clear job descriptions, as people need to know that the sector is business-like.

*Question 6: Agencies are frequently used to advertise vacancies for paid staff.*

The 30 respondents who selected “disagree” or “strongly disagree” were asked why agencies are not used to recruit paid staff, and 24 comments were provided along the following lines:

Asked whether agencies are used to advertise vacancies, a high number of respondents stated that agencies are too expensive and that even when they are used the quality of the candidate does not warrant the cost. Some organisations stated that they cannot afford to use agencies and they prefer to use local media and manage the advertising of the roles themselves. Others stated that some roles are filled by agencies, for example executive roles. One respondent claimed that using agencies can cause problems as staff feel that money is being wasted. One respondent stated that they are currently only recruiting part-time staff; therefore, the cost of using agencies would be prohibitive. A possible solution to this issue was for agencies to offer better charitable rates to the voluntary sector.

*Question 8: Organisational fit is unimportant when recruiting paid staff.*

The 24 respondents who selected “disagree” or “strongly disagree” were asked what needs to happen to improve the situation, and 24 comments were provided along the following lines:

The comments received from respondents to this question included emphasising the importance of organisational fit to ensure the candidate’s values are aligned with those of the organisation. It is suggested that fit is essential to ensure good performance and job satisfaction. Qualifications are not seen as sufficient on their own, and the candidate’s personality traits should be investigated as part of the recruitment process. The use of creative profiling was advocated by one respondent. However, another respondent commented that fit is a desirable rather than an essential requirement.

*Question 18: Flexible working opportunities in the voluntary sector attract applicants.*

The 32 respondents who selected “agree” or “strongly agree” were asked to state why flexibility attracts applicants to the sector, and 23 comments were provided along the following lines:

The majority of the comments referred to the high numbers of women attracted to the part-time/ flexible roles available within the sector as the flexibility helps them to work around family/caring commitments. However, it was noted that the salaries on offer are

not usually high enough to attract the main income earner of the household, although they are acceptable as a second income. The flexible roles are also suggested as being sufficiently attractive to some, who are prepared to forgo large salaries. In addition, the sector is felt to be attractive in terms of age profile where other sectors are perhaps more rigid.

*Question 17: Applicants are attracted to the voluntary sector because they feel it will offer a good work-life balance.*

The 23 respondents who selected “agree” or “strongly agree” were asked why applicants associate good work-life balance with the voluntary sector, and 22 comments were provided along the following lines:

People assume that the voluntary sector is a good employer but this is not necessarily always the case. Some felt that it was a myth that there is a good work-life balance within the sector and that people are shocked when they learn about the expectations and levels of work required. Some felt that those outside the sector assume that the sector offers a less stressful working environment, shorter working hours and better leave entitlements, as well as being slower-paced and more relaxed – two respondents commented on how the reality can shock people when they join the sector. It is argued that the sector is stretched by ‘thin’ staffing levels and pressures on management to fund-raise. However, there is an assumption that a good work-life balance is a trade-off for the poorer salaries offered by the sector.

*Question 19: It is easy to attract/ retain staff in the voluntary sector on zero-hours contracts.*

The 13 respondents who selected “disagree” or “strongly disagree” were asked to state what needs to happen to improve the situation, and 21 comments were provided along the following lines:

Mixed responses were received to this statement, with some respondents disagreeing with zero-hours contracts and wanting them abolished whereas others see the benefits of the zero-hours contracts and report that their staff are happy on these contracts as they provide the flexibility they need. Nevertheless, offering a guaranteed number of hours was proposed as beneficial for improving retention rates. Retention of staff on zero-hours contracts was reported to be a problem. The negative publicity surrounding zero-hours contracts was considered unhelpful and it was suggested that a better

understanding of zero-hours contracts and the benefits they offer to some people would be helpful.

*Question 5: It is easy to recruit into management or executive roles in the voluntary sector.*

The 20 respondents who selected “disagree” or “strongly disagree” were asked what needs to happen to improve the situation, and 18 comments were provided along the following lines:

Some respondents suggested that offering higher salaries would help attract the right candidates. It was also suggested that realistic expectations of management and executives would be helpful. It was mentioned that tendering will not alleviate the sector’s difficulty in attracting candidates. Interviewing staff and identifying the best candidate for the role is not easy. It was suggested that the person who performs best at interview may not necessarily be the best person for the role. A possible solution to the problem would be to up-skill existing staff who have demonstrated loyalty and commitment to the organisation. However, one respondent reported succession planning issues for the CEO role, which have been on-going for eight years in-house. Certain skills were listed as being more difficult to find than others, and these included accountancy and marketing. One suggestion for improving the situation was to increase funds to allow the recruitment of HR staff with creative solutions to attract the right staff to the sector.

*Question 20: The voluntary sector attracts graduates who are looking for career opportunities.*

The 20 respondents who selected “disagree” or “strongly disagree” were asked what needs to happen to attract graduates to the sector, and 17 comments were provided along the following lines:

Respondents suggest that graduates will not be attracted to the voluntary sector unless they can see a career path for themselves. It was recommended that the voluntary sector engage better with universities to offer placements and projects. Voluntary sector managers are also advised to consider trusting younger managers, and someone spoke of the need to lower the age profile within the sector. It was felt that careers advisors are not promoting the voluntary sector as a career opportunity to graduates. One respondent



advised that, while they do not actively target graduates, they have talked about doing so.

*Question 1: There is no difficulty recruiting into roles that require tendering skills.*

The 22 respondents who selected “disagree” or “strongly disagree” were asked what needs to improve the situation, and 14 comments were provided along the following lines:

There is a shortage of tendering skills in the voluntary sector, with some organisations choosing to outsource work to consultants rather than recruiting staff with these skills. Training to up-skill new and current staff was also a suggested way of improving the situation, with improved access to training in tendering to develop skills. However, it was noted that where capacity-building had taken place and staff understood tendering theory, there was an absence of practical experience. Better access to education by including tendering training into business degrees was also proposed as a way of improving the situation. Financial constraints were recorded as barriers for some organisations when recruiting into roles requiring tendering skills.

*Question 2: There is no difficulty recruiting into roles that require business skills.*

The 22 respondents who selected “disagree” or “strongly disagree” were asked what needs to happen to improve the situation, and 14 comments were provided along the following lines:

It is not difficult to recruit people; the difficulty lies in recruiting the right person. Traditionally, people have been attracted to the caring sector with the perception that business skills are not required; therefore a greater awareness of the sector’s needs is required. It would help if the unemployed were trained in business to ensure they have the required skills when applying for roles. It was also suggested that there is a manpower shortage of people in their 40s. Someone commented that the sector had not been proactive in developing staff’s business skills. Better advertising and recruitment processes, including interviews, and salaries reflecting the skills required were suggested as being necessary to improve the current situation.

*Question 10: Lots of people are looking specifically for paid work in the voluntary sector.*

The 11 respondents who selected “disagree” or “strongly disagree” were asked to state why people are not looking for work in the voluntary sector, and 12 comments were provided along the following lines:

Comments included an assumption that the voluntary sector may be the place for staff who fail to fit into any other area of business. Respondents stated that they were not exactly inundated with applicants looking for work and that, generally, salaries are not high enough to attract candidates. Rarely are high responses to recruitment advertisements achieved; however, there are more applications for lower-grade jobs as the posts are part-time. One respondent commented that those who have worked in the sector for a long time prefer to work as independent consultants. Generally, it was recognised that the sector did not pay particularly well.

*Question 4: Offering good terms and conditions attracts high-calibre applicants.*

The 3 respondents who selected “disagree” or “strongly disagree” were asked what needs to happen to attract high-calibre applicants, and 11 comments were provided along the following lines:

Some stated that, while good terms and conditions attract high-calibre staff, they also attract unsuitable candidates. The comments suggest that when statutory redundancies are made, it can help with recruitment as those affected are glad to have a job. Further suggestions on how the situation might be improved included targeting the intrinsic motivators of people and looking after them once they have entered the sector in order to get them ‘hooked’. In addition, recruiting retired people has also been a successful strategy for some organisations as applicants are focused more on sharing their skills and expertise than on the terms and conditions of the role.

*Question 15: The voluntary sector is able to offer career and development opportunities.*

The 5 respondents who selected “disagree” or “strongly disagree” were asked to state what needs to happen to improve the situation, and 10 comments were provided along the following lines:

Responses indicated that career progression and development opportunities are mixed, and it is more difficult to offer them in smaller voluntary sector organisations. With

regard to the possibility of progression, one organisation's representative commented that their CEO had progressed from within the organisation. However, it was suggested that once one has worked in the voluntary sector, the diverse range of skills one develops enables one to work in other sectors. Staff opportunities could be improved by restructuring and developing structures in order that staff might see the chance to progress within the organisation.

In summary, the statements included within the questionnaire allowed respondents to make comments, which have been summarised for each of the twenty questions above. A full, detailed list of the comments made by the respondents is attached as Appendix I. The question that received the highest number of comments was question 3 with 33 comments, suggesting that respondents felt strongly about the competitiveness of terms and conditions within the VS. Responses to questions 13, 9, 7, 16, 12, 14, 11, 6, 8, 18, 17 and 19 all received 20 or more comments, which would suggest that the topics relating to these particular questions were also of great interest to the respondents. Responses to questions 5, 20, 1, 2, 10, 4 and 15 all received fewer than 20 comments, suggesting that these questions were less likely to elicit comments than the other questions were. Questions 4, 9, 10, 12, 15 and 19 all attracted a higher number of comments than expected, suggesting that these particular questions, while not necessarily attracting the highest number of comments, did attract more comments than expected when considering the rating responses.

Trends and recurring themes identified from comments received include the following:

- applicants prefer permanent rather than short-term contracts with staff on fixed-term contracts likely to leave as their contract end date approaches;
- applicants and graduates have misperceptions about the VS brand;
- applicants assume that the sector offers a good work-life balance;
- good work-life balance in the VS is suggested to be a myth, with new staff being shocked when they realise what is expected of them;
- agencies are expensive and rarely used, and appear to have a poor track record in providing the quality of candidates required by the sector;
- competition is resulting in a 'dog eat dog' culture as opposed to one of working in partnership;
- competition is driving down costs and terms and conditions offered by the sector are unattractive;

- tendering is a prominent theme with issues and concerns expressed concerning the degree of input needed when tendering and the absence of experience within the sector.

**Table 5.4** Summary of the numbers of comments received in response to each question.

<b>Table 5.4 Total respondents requested to comment vs actual number of comments received per question</b>					
<b>Q</b>	<b>SD/D</b>	<b>SA/A</b>	<b>Total number of respondents who selected SD/D or SA/A</b>	<b>Total number of comments made by respondents</b>	<b>Difference between requested and actual responses</b>
3	SD/D		37	33	-4
13	SD/D		28	28	0
9	SD/D		20	27	7
7	SD/D		31	26	-5
16	SD/D		30	26	-4
12	SD/D		23	26	3
14		SA/A	33	25	-8
11		SA/A	27	25	-2
6	SD/D		30	24	-6
8	SD/D		24	24	0
18		SA/A	32	23	-9
17		SA/A	23	22	-1
19	SD/D		13	21	8
5	SD/D		20	18	-2
20	SD/D		20	17	-3
1	SD/D		22	14	-8
2	SD/D		22	14	-8
10	SD/D		11	12	1
4	SD/D		3	11	8
15	SD/D		5	10	5
Key: SD = strongly disagree, D = disagree, SA = strongly agree, A = agree (There are SD/D and SA/A columns as the questionnaire followed a reverse rating approach)					

*(Note: comments which exceed expected response rates are due to respondents who were not required to respond, due to their selected rating, deciding to comment anyway).*

The next chapter brings together and discusses the findings of the literature review, the repertory grids and the quantitative and qualitative data from the questionnaire.

## 6 DISCUSSION

### 6.1 Introduction

Chapter 5 detailed the findings from the questionnaire, while the preceding chapter detailed the findings from the repertory grid interviews. This chapter brings both stages together and discusses them in conjunction with the literature review. The findings are further considered in relation to the research aim:

*The aim of the research is to examine the factors affecting the attraction of employees into VSOs following the introduction of the 'contract culture', in order to improve recruitment practices to attract staff.*

The research question is as follows:

*What key factors, as identified in the literature review, do the practitioners responsible for recruitment feel have the greatest impact on the decision to work for a VSO providing HSC services?*

To address the research question, 24 one-to-one interviews and 44 questionnaires were completed/carried out with brand partners from around the UK. The findings are as follows:

### 6.2 Discussion by category and areas for further research

The details are presented and discussed here; chapter 7 provides a summary of key implications for practice and theory and ends by summarising the items for further research. Refer to Table 4.1 for the content analysis summary and Table 4.2 for percentage similarity scores.

#### *Skills*

During the first stage of the research, skills shortage received the highest number of constructs (55) as being a concern to respondents, with a percentage similarity ranking of 7 out of 15 at 57.55 (refer to Tables 4.1 and 4.2). The second stage of the research

showed that 50% of respondents reported having difficulties recruiting staff with business and tendering skills. These findings can be linked to the statement by Dutton *et al.* (2008:31): '*skills such as research, strategic thinking, project management, fundraising and public relations...are highly desired*'. A skill shortage was reported in the comments section of the questionnaire in the areas of contract management, tendering and business, and these comments fit with the finding of Butler and Wilson (1990), who claim that VSOs are being forced to recruit staff from other sectors who have the specific expertise required to manage the accountability of the 'contract culture'. Furthermore, the qualitative section of the questionnaire highlighted that some organisations choose to outsource work requiring specialist skills, such as tendering, while others train staff in-house due to costs. These findings would suggest that the absence of the required skill set for charity management is an issue when recruiting, and they support the claims by Bruce and Leat (1993:22), Batsleer (1995:232) and Osborne (1996) that the VS needs to develop in many of the functional areas such as business, finance, quality standards, operational management and fund-raising.

However, while the above indicates that there is a skill shortage in the market, Clark *et al.* (2011) claim that the VS has staff with higher qualifications; it can only be assumed from this that either the VS workforce is skilled or educated in other areas or Clark *et al.* (2011) were mistaken. The fact that the sector is highly qualified, albeit not with the required skill set, suggests an area for further research; for example, why does the VS have a workforce with the highest academic skills and yet is still suffering from significant skill gaps, or at least the skills needed to address the changes resulting from the shift to the 'contract culture'? What skills or qualifications does the workforce have? It may also be worth investigating contract short-termism and the challenges involved in up-skilling such a transient workforce. A final suggested area for research concerns the levels of pay needed to attract the skilled workforce required to manage the 'contract culture' effectively.

Recommendations from practitioners to improve the current situation included working with academic institutions to ensure that business and management training includes tendering. Other recommendations included influencing commissioners to adopt a lighter touch with the monitoring and evaluation of contracts.

### *Terms and conditions*

Terms and conditions received the joint second highest number of constructs (34) in the initial stage of the research but came last of all the categories in relation to percentage similarity of response (47.5%), suggesting a variety of opinions albeit high in relation to priority. However, terms and conditions were ranked highly in the rating questionnaire, with 84% of respondents disagreeing that terms and conditions in the voluntary sector were competitive in comparison to those offered by other sectors. 70% of respondents also agreed that offering good terms and conditions would attract high-calibre candidates into the role. These findings are aligned with those of Dacombe (2011), who noted that the voluntary sector is at a disadvantage due to its inability to offer competitive terms and conditions. Kelliher *et al.*'s (2005) findings are aligned with the research outcomes as they state that recruitment packages offered by the sector are not sufficient to attract candidates.

However, there are arguments to suggest that candidates who are currently attracted to the voluntary sector value other less tangible benefits. For example, Kelliher and Parry (2008) state that some of the benefits offered, including enhanced leave arrangements, compassionate leave, maternity leave and paternity leave, compensate for less competitive recruitment packages. If these benefits are valued by staff, it is disconcerting to read that, according to Cunningham's (2001) findings, 32% of organisations involved in his research reported adverse changes in their terms and conditions during the previous three years, including cuts in holiday entitlement, sabbatical leave, sick pay, TOIL, and employers' contributions to staff pensions.

A suggested approach for further research in relation to terms and conditions in the voluntary sector would be to compare the value placed on certain terms and conditions by current paid employees with those expected by staff applying for roles in the sector for the first time. Research to address the terms and conditions that would attract graduates to the sector would also be useful, as it would guide practitioners when designing recruitment strategies, thereby contributing to business practice as well as theory.

Recommendations from practitioners to improve the situation included diversifying income streams and better pricing in contracts and tenders in order that more attractive terms and conditions might be offered to staff.

## *Attraction*

Attraction was the joint second most commonly mentioned category during the first stage of the research, and it received the highest percentage similarity score of all the 15 categories. Attraction was seen as an issue due to high advertising costs and limited budgets that restricted the use of recruitment media; it was also necessary to frequently repeat recruitment campaigns for certain roles. During the second phase of the research, the questionnaire, 68% of respondents advised they did not use recruitment agencies mainly due to the costs involved.

Some questionnaire respondents reported that it was difficult to attract suitable candidates for senior management roles. These findings would suggest that the limited budgets available restrict the media accessible to those responsible for hiring paid staff, resulting in them having to re-run recruitment campaigns, thus incurring additional time and advertising costs. This links with Parry and Wilson's (2009) findings that the use of recruitment media is dependent on the resources available. One respondent in the questionnaire mentioned an eight-year hiatus in which no replacement had been found to take over the CEO role.

The literature review highlighted the view of Hurrell *et al.* (2011) on the systemic failure of VSOs in their attempts to publicise job opportunities. Parry and Wilson (2009) claim that recruiters are making their choice of recruitment based on beliefs in a particular approach rather than selecting the most successful, cost-effective and efficient methods. Furthermore the literature review highlighted that there are opportunities for staff with business skills to join the sector (Hurrell *et al.*, 2011). Passey *et al.* (2000) found that eighteen per cent of all VSOs had experienced recruitment issues in the previous twelve months and yet, from the comments made by Hurrell *et al.* (2011), it would appear that there is an untapped resource in the form of graduates.

The findings appear to confirm that budget constraints are a barrier to the choice of media when attracting applicants, which frequently results in repeated recruitment campaigns for vacant positions. Constraints are linked to budgets, meaning that recruitment agencies are rarely used to advertise; however, it was suggested that, even on the rare occasions when recruitment agencies are used, the campaigns are not necessarily always successful.



Suggested areas for further research include the types of media used by the voluntary sector for advertising jobs and the costs associated with advertising, and whether the costs differ according to job type and length of contract offered. Future research might also examine whether the recruitment media used by the sector vary according to the requirements of the funder and whether the full costs of recruitment are recovered from the contracts and grants funding the posts being offered.

Recommendations by the questionnaire respondents to improve the current situation included taking advantage of the graduate market and building costs into contracts to cover full recruitment costs.

### *Culture*

During the first stage of the research, culture received the fourth highest number of constructs (Table 4.1) and the twelfth highest percentage similarity score of 50.58% (refer to Table 4.2), suggesting that this category was a high priority. During the second stage of the research, 'contract culture' was ranked fourth, with 71% of respondents disagreeing with the view that the 'contract culture' had not increased competition for funding in the voluntary sector. This high percentage of disagreement among respondents suggests that the majority of respondents believe the 'contract culture' has increased competition within the sector. Comments recorded by respondents on the questionnaire indicated that the 'contract culture' is increasing competition, and one respondent commented on the impact this had had on their organisation as they had recently lost a contract. Further comments referred to how the competition within the sector was impacting on the ability of the sector's members to work in partnership.

Tendering was also a recurring theme raised by the respondents in the second stage of the research, with an emphasis on the amount of work associated with this process. 75% of respondents to the questionnaire agreed or strongly agreed that management costs were increasing as a result of the 'contract culture' and accountability. These findings support Kendall *et al.*'s (2000) statement that the monitoring of social care services has increased, and Cunningham (2010b) claims that excessive administration causes frustration when organisations have to meet a range of monitoring requirements of different stakeholders.

The findings of the culture category show that the majority of respondents agree that the 'contract culture' has increased competition for funding within the market. The findings also indicate that management costs have increased as a result of the 'contract culture'.

The solutions to the 'contract culture' issues suggested by respondents included diversification of income to reduce reliance on statutory or grant funding.

Areas for further research should include an examination of the information technology used within the sector in order to establish whether the software packages used for data collection are suitable and efficient or whether technology is under-utilised within the sector and, if so, why. It should also examine whether the software available to the sector meets its requirements, provides the evaluation required by the funders and helps with strategic planning, i.e. the compatibility of the software/contract and contact management systems available.

#### *Motivation to apply*

53% of respondents in the second stage of the research reported that they agreed or strongly agreed that those attracted to work in the voluntary sector are drawn by the prospects of having a positive work-life balance. Work-life balance received the twelfth highest number of constructs and the sixth highest percentage similarity score in the initial stage of the research. Although work-life balance was thought to attract applicants, comments included within the responses in stage 2 of the questionnaire referred to the 'shock' experienced by staff joining the sector due to the pace, complexity and volume of work. Responses received in stage 2 included the view that a positive work-life balance within the voluntary sector is a myth. Agreement with the suggestion that many people are looking for work in the sector received one of the lowest questionnaire agreement scores at 30% and was ranked nineteenth (refer to Table 5.3). Comments made in stage 2 of the questionnaire suggested that the salaries on offer would deter applicants from inundating the sector. Furthermore, it was suggested that the sector was not known for being well paid. Nevertheless, motivation to apply to the sector received the fifth highest number of constructs and was ranked eleventh in relation to percentage similarity score during the first stage of the research (Table 4.1).

Kelliher and Parry (2008) show how traditional VSO employees value flexibility, low levels of bureaucracy (although administration is increasing with the 'contract culture'), low levels of stress, autonomy, generous leave and involvement in decision-making; for such rewards they are willing to work for lower pay.

While the 'motivation to apply' category highlights factors that attract applicants to the sector, this research suggests that an even/equitable work-life balance in the VS is actually a myth, and this is aligned with the research carried out by Rutherford (2011) and Bussell and Forbes (2006), which shows that considerably more unpaid overtime (donated labour) is worked in VSOs than in other sectors. This donated labour is a result of the high level of discretionary effort from staff, which may be due to the commitment of the employee to the employer's mission. This is aligned with Rutherford's (2011) statement that altruism is a key driver for people working in VSOs.

The above suggests that work-life balance is indeed a myth since this sector has the highest amount of donated labour. Therefore, further research should investigate how many hours (unpaid) on average the VS salaried worker actually works over and above their paid hours. Moreover, if additional hours are worked and donated, are they recorded within the voluntary in/outputs of the organisation or are they lost without recognition?

### *Brand Awareness*

This category recorded the sixth highest number of constructs and received the tenth highest percentage similarity score (Tables 4.1 and 4.2). A total of 64% of respondents to the questionnaire agreed or strongly agreed that applicants assume the sector will be an easy place in which to work, suggesting a high level of consensus amongst those responsible for recruitment within the sector. The misconception that the sector is an easy place in which to work was attributed, in the comments section of the questionnaire, to applicants' lack of awareness of the voluntary sector. Lack of awareness of the voluntary sector was linked to poor brand awareness. The various terms used by the voluntary sector to describe itself are suggested as causing the brand confusion, for example charity, voluntary sector, third sector and not-for-profit. Respondents also remarked that the sector was perceived to be the domain of 'twin-set and pearl' or 'Miss Marple' types. The brand was suggested as being unattractive to

graduates, which may account for the fact that graduates received the lowest number of constructs but the second highest percentage similarity score during the first stage of the research. Just 25% of respondents to the stage-2 questionnaire agreed that the sector attracts graduates who are looking for career opportunities.

The key areas highlighted from the literature review about sector brand awareness include the findings of Dutton *et al.* (2008), who state that there is confusion over the term ‘voluntary sector’, which leads potential applicants to assume that all the work is unpaid. In addition, Blackmore (2004) claims that the lack of a legal definition of the VS does not help with the understanding of the term either. Dutton *et al.* (2008) suggest that the brand is associated with inadequate career progression opportunities.

It was suggested that applicants’ misperceptions of the sector could be addressed prior to interviews by ensuring that job packs with detailed information were provided. Although one respondent did suggest that the image of the sector is changing, the majority of respondents who commented felt that the sector’s brand was unhelpful. Comments referred to the sector brand being associated with a lack of professionalism, the idea that staff were unpaid, poor benefits and being less target-driven than other sectors. It was also suggested that applicants have a lack of awareness about the sector’s income and how services are funded.

The above findings reveal that the brand is not an asset to recruitment and that the sector should therefore take the opportunity to develop brand awareness through a robust marketing strategy. This would require additional empirical research to further understand, from a non-voluntary sector perspective, the perception of the brand from a public or private sector viewpoint.

### *Job Security*

This research showed that 52% of respondents disagreed that recruiting staff into short-term roles is easy (Table 5.3), with job security receiving the seventh highest number of constructs and the fifth highest percentage similarity score of the fifteen categories (Tables 4.1 and 4.2). This is aligned with the findings of Nye (1998) and Cunningham (2010a) that recruiting into short-term contracts present difficulties. Comments recorded by respondents on the questionnaire included statements to the effect that applicants prefer permanent as opposed to short-term contracts. It was further noted by

respondents that, in their opinion, a high number of applicants for short-term roles are simply applying for jobs to retain benefit entitlements. This is linked with the findings of Ford *et al.* (1998), who discovered that organisations were receiving a high volume of applications for positions from people who were simply seeking to meet the criteria of their unemployment status. The stage-2 questionnaire also included a comment that short-term positions result in staff needing a significant amount of support and training, suggesting that additional resources are required as a consequence of having a transient workforce. A further concern linked to limited-term contracts was that, as the contract nears its end, staff look for alternative work; this is consistent with the findings of Akingbola (2004), who suggests that contract-based staff often leave their positions as their contracts near the end their durations. If these people manage to secure alternative work, organisations can be left with very short-term contracts which need to be filled.

Recommendations, from stage-2 respondents, on how to retain staff as contracts near their end date included building in an exit strategy as soon as the staff member joins the organisation, with a view to redeploying them in alternative roles whenever possible.

Additional research into this category might compare the attrition levels of staff whose contracts are nearing an end with those of other fixed-term staff in other sectors. If short-termism can be proved, through empirical research, to be disproportionate within the voluntary sector, the findings might influence policy and commissioning practice as asset losses from the sector could be quantified.

### *Values*

Respondents to the questionnaire commented that people applying for jobs in the voluntary sector value job satisfaction, feeling valued, and having good colleagues, and they tend to value the purpose of the job more than the salary offered. These claims are consistent with Cunningham's (2005) belief that alliance with ethos compensates for financial rewards. Zimmeck's (1998) and Kiwanuka and Kingston's (2011) findings also support the view that people who work for VSOs do so because they have a moral commitment and work for lower extrinsic rewards. While altruistic values were mentioned, it was also noted by one stage-2 respondent that times are changing and people need to earn adequate salaries.

Although values received a percentage similarity score of 48.95%, it ranked eighth in relation to the number of constructs received. 64% of questionnaire respondents either strongly disagreed or disagreed that applicants who are attracted to the sector value a higher salary as more important than being valued at work.

The above suggests that VSO workers tolerate poorer working conditions and rewards because they feel that what they are doing is making a difference, which is consistent with the view of Beattie *et al.* (2001). However, Drucker (1989) claims that even those with good intentions in business have to focus on the bottom line, suggesting that there is a tipping-point in relation to acceptance of intrinsic rewards in lieu of extrinsic rewards. Further research might focus on where or when the tipping-point occurs and the employee decides to leave the sector.

Dutton *et al.* (2008) suggest that mission commitment is linked to length of service and that staff who stay in the sector for longer have values more closely aligned with the mission of the organisation than those who leave after shorter durations. According to Dutton *et al.* (2008), shorter lengths of service within organisations are associated with staff who have unrealistic expectations of the sector and what it can offer them. With regard to Dutton *et al.*'s finding that shorter length of service is linked to unrealistic expectations, it may be worth investigating whether staff who join the sector with unrealistic expectations change their views and become more mission-committed after a given period of working for an organisation. Should this prove to be the case, what length of time might be required before mission commitment is achieved?

### *Tendering*

75% of questionnaire respondents agreed or strongly agreed that, as a result of the 'contract culture', there has been an increase in management costs within the sector. This high percentage of agreement resulted in this category being ranked second in relation to overall agreement of respondents (Table 5.3), and it received a percentage similarity score of 50.28% (Table 4.2). Respondents commented on the importance of including full costs in contract and tender budgets, also mentioning that commissioners need to be clear on what needs to be monitored and that voluntary organisations need to ensure that information technology fully supports performance monitoring. With regard to contract budgets, Cunningham (2001; 2007; 2008a; 2010) states that some voluntary

sector organisations make up for shortfalls in income from their reserves. One respondent reported that the workload involved in writing tenders resulted in a CEO recruiting a staff member to write tender documents, while another respondent reported the intolerable strain imposed by the 'contract culture'. These findings are consistent with those of Kiwanuka and Kingston (2011), who state that accountability and levels of scrutiny have increased due to contracts.

The findings from this category suggest a high level of agreement that tendering requires additional resources, with some respondents either recruiting or outsourcing work associated with this specialism. This would suggest that the sector in its current state is not resourced to meet the additional pressures of tender-writing. Tendering in the voluntary sector is an area that might benefit from further empirical work. Comments made by stage-2 respondents relate to the value of working in partnership and the challenges this creates when organisations are in competition with other sector providers for funding. The impact of inter-voluntary sector competitive relationships and their effect on the forming of partnerships for tendering is an area currently under-represented in research.

### *Progression*

It is more difficult to offer career opportunities in smaller voluntary sector organisations, according to the comments recorded in the questionnaire. However, this category offered one of the highest agreement scores relating to the questions, at 71% (Table 5.3), with respondents either agreeing or strongly agreeing that the sector is able to offer career and development opportunities. One respondent reported that the range of skills staff develop in the voluntary sector equips them to work in any other sector due to the diversity of the skills one develops.

The above suggests that progression opportunities are available within the voluntary sector, although more limited opportunities may exist in smaller organisations. This would suggest that the promotion of progression factors would be advantageous when recruiting. Hurrell *et al.* (2011) claim that graduates were also concerned about career progression when contemplating positions within the third sector, which would suggest that there is a lack of awareness about the opportunity to progress within the voluntary sector. The importance of progression when looking for employment is highlighted by

Wilding *et al.* (2003), who suggest that applicants tend to consider factors such as career progression opportunities as being important when applying for jobs. Iles (1999) states that the VS needs to promote itself and the range of opportunities it offers to a wider audience in order to demonstrate clearly what is on offer in terms of jobs and career progression.

The findings on progression suggest that there is a lack of awareness that such opportunities exist within the voluntary sector. Areas for future research could include the types of organisational structures within the voluntary sector and whether there are any structures that are more efficient than others, taking into account the 'contract culture' and the turbulent external environment related to income and funding constraints.

### *Salary*

The salary category received the eighth highest percentage similarity score in the first stage of the research, with 68% of respondents in stage 2 disagreeing or strongly disagreeing that the voluntary sector is able to offer competitive salaries compared to other sectors. The comments recorded on the questionnaire included the view that the sector was unable to offer competitive salaries as commissioners are always looking to reduce costs. Additional challenges included the fact that salaries were linked to local authority pay levels, thus causing added strain. Cunningham (2008a) identified how, traditionally, VSOs linked their pay scales to Local Authority National Joint Council (NJC) scales, and 11 of the 24 organisations in his sample were found still to do so.

The research findings show a high degree of consensus on the notion that the voluntary sector is unable to offer competitive salaries to applicants. This finding would suggest that the sector has inadequate resources and cannot compete with other sectors for the staff it needs.

Respondents to stage 2 commented that diversification of income and a reduction of organisations' reliance on statutory and grant income would enable the sector to be more competitive. However, a counter-argument might suggest that the salaries need to be already available in order that the sector might attract the staff it needs to enable it to diversify its income.



### *Work-life balance*

Respondents commented that it was a myth that the sector offered a good work-life balance and that new recruits are often shocked when they realise the level of work and expectations involved. Comments suggest that there is a perception that the sector offers a good work-life balance and a less stressful working environment. Respondents state that, in reality, the sector is very ‘thinly’ staffed and managers are under pressure to raise funds. It was also stated that people are attracted to the sector because of the perceived work-life balance and accept this as a trade-off for a lower salary. While work-life balance received just 4% of the overall constructs in the first stage of the research, it received a relatively high percentage similarity score of 57.69%. This means that, although other issues are mentioned more frequently overall, when this issue is mentioned people feel quite strongly about it (Table 4.2). 53% of respondents in the second stage of the research either agreed or strongly agreed that applicants are attracted to the sector because they feel it will offer a good work-life balance.

As mentioned under the ‘motivation to apply’ heading, in this section (above) there is a misconception that the sector is an easy option, and when they discover the sector’s true expectations of its staff, some new recruits leave.

### *Flexibility*

Flexibility received a lower number of constructs, just 3% of the overall total; however, it received the third highest percentage similarity score of 62.27% (Table 4.2) and the third highest percentage agreement score from questionnaire respondents. 73% of questionnaire respondents either agreed or strongly agreed that applicants are attracted to the sector because of the flexible working opportunities available. Comments made by respondents suggest that flexible working is attractive to women looking for part-time work due to caring and family commitments. It was also suggested that flexibility attracts applicants who are willing to trade-off of a high salary for flexibility.

The above findings suggest that one of the voluntary sector’s greatest assets in trying to attract applicants is its flexibility and the part-time positions it offers.

### *Zero-hours contracts*

29% of respondents disagreed with the statement that it is easy to attract staff on zero-hours contracts (Table 5.3). Zero-hours contracts also received one of the lowest numbers of constructs (2.16%) but ranked highly in terms of percentage similarity score. Mixed responses to zero-hours contracts were recorded on the questionnaire, with some respondents seeing the advantages of the flexibility offered by zero-hours contracts, and others wanting them abolished. Other stage-2 respondents commented on the pros and cons of the contracts, stating that they would be more attractive if they offered a fixed number of hours, thus guaranteeing the candidates a minimum number of hours each week.

Further research might consider the pros and cons of zero-hours contracts in the context of the voluntary sector and the ‘contract culture’.

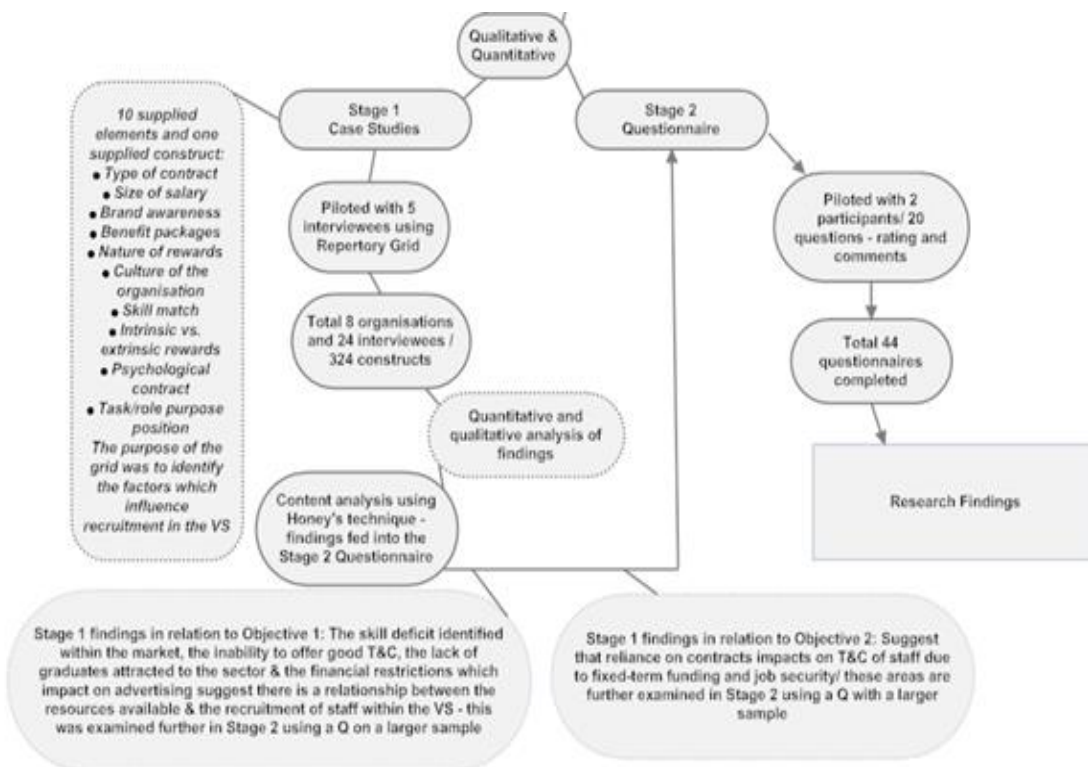
### **6.3 Chapter summary**

This chapter has analysed and discussed the findings from both stages of the research whilst also considering the findings of other researchers as discussed in the literature review (chapter 2). The findings above are addressed in relation to the research aim, which was to examine the factors affecting the recruitment of employees into VSOs following the introduction of the ‘contract culture’, in order to improve recruitment practices to attract staff. The findings were then considered in relation to the research question: *‘What key factors, as identified in the literature review, do the practitioners responsible for recruitment feel have the greatest impact on the decision to work for a VSO providing HSC services?’*

In summary, the sector appears to be facing significant challenges when recruiting as a result of the ‘contract culture’, especially with regard to the salaries, terms and conditions, recruitment advertising, skills gaps in the market, budget constraints, tendering, short-term contracts, misconceptions linked with the sector brand and the myth that the sector is an easy place in which to work, combined with the sector’s apparent lack of appeal to graduates. However, positives to recruiting have also been highlighted, including the value of flexibility and the progression opportunities available within the sector. The above section also highlights areas for further empirical research including identifying how graduates can be attracted to the sector and what

needs to be done to make the voluntary sector brand more attractive and to increase awareness of the sector's need for people with business skills.

The following diagram, Fig. 6, illustrates the progression through both stage 1 and stage 2 of the research.



**Figure 6:** Diagram showing the progression through stage 1 and 2 of the research through to the findings (extract from the overall study process map, refer to Chapter 7, fig. 7).

The following chapter draws the findings discussed above to a conclusion, highlights the practitioner and academic contributions this research will make, and identifies the limitations of this research.

## **7 CONCLUSION**

### **7.1 Introduction**

The previous chapter discusses the findings of the research in relation to the aim and research question and considers the findings with regard to the academic research available in this field. This chapter addresses the significance of the findings, identifies the academic and professional contributions this research will make, highlights the limitations of the research and suggests areas for future research.

### **7.2 Research Summary**

To examine the factors that impact on the recruitment of staff in the voluntary sector from a practitioner's view, the sense-making theory (Weick, 1995) was used to elicit constructs. Interviews were held with 24 practitioners, with 324 constructs elicited during the process. The constructs were then grouped into 15 categories which formed the basis for the second stage of the research, which was carried out using a questionnaire. The questionnaire included a rating questionnaire and allowed the respondents to include comments to ensure that rich data on this topic were captured. The detailed results from each of the research stages have been presented in the previous chapters and a conclusion of the findings is summarised as follows:

Chapter 6 identifies the resource constraints faced by practitioners when recruiting staff into the voluntary sector as a result of the 'contract culture'. The resource constraints identified include limited budgets, which impact on the ability of the sector to maximise coverage in the media, costs of recruitment agencies, and costs of repeated recruitment campaigns as organisations fail to attract suitable candidates. Budget constraints were reported as being due to the limited budgets allocated for recruitment in contracts. Findings show that budgets are often insufficient to meet costs, and this view was supported in the research cited by others confirming that shortfalls in funding were often covered by organisations from their own financial reserves.

Skills deficits exist within the market and uncompetitive salaries contribute to the difficulty of attracting suitable candidates. In addition to uncompetitive salaries, terms and conditions are also found to be less favourable than those in other sectors. Factors

that might be seen as likely to attract candidates, such as work-life balance in the VS, are shown to be a myth, resulting in attrition of new recruits whose values are not aligned with the mission of the organisation. Poor work-life balance was a recurring theme identified during stage 2 of this study. The VS brand has been proved to be unhelpful for attracting staff due to the misconception that the sector does not pay salaries, does not require staff with business skills and is staffed by 'Miss Marple' and 'twin-set and pearl' types. Short-term contracts necessitated by the 'contract culture' are not attracting suitable candidates; moreover, combined with the fact that tendering is increasing workloads, they are placing added pressures on those working in the sector. The 'contract culture' has been shown to increase the competition within the voluntary sector for funding; this competition, combined with the rise in monitoring imposed on the sector by the 'contract culture' and the additional workload attached to tendering, is placing 'intolerable' strain on many in the sector.

While the 'contract culture' has impacted on the sector's ability to recruit, there are actions that the sector can take to help the situation: these include targeting graduates, promoting the flexibility of voluntary sector jobs and publicising the progression opportunities available. Furthermore, the voluntary sector might work with academic institutions to include training and development opportunities in management and business courses to address the skills deficit in the market.

### **7.3 Academic contribution**

This research examined factors that influence the recruitment of paid staff in the voluntary sector as a result of the 'contract culture' using a sample based exclusively within a brand partnership, which is an under-represented sector in empirical research. The brand partnership sample allowed research to be carried out on different, independent organisations from around the UK while providing a sample with the same missions and values. The benefit of having a sample covering various parts of the UK is the fact that the findings are from different parts of the country, thereby adding to the robustness of the results.

This research focused on the perspective of those responsible for the hiring of paid staff within the voluntary sector, and it used a constructivist approach to ensure that rich data were captured. The first stage of the research involved individual one-to-one interviews

using the repertory grid technique, while the second stage used a quantitative and qualitative questionnaire based on the categories identified from the initial stage of the research. The repertory grid technique proved effective in uncovering the individual perceptions of those responsible for hiring paid staff, thus evidencing the usefulness of this tool in the voluntary sector from a business perspective.

Empirical research focusing on the voluntary sector has been identified as limited; however, in the research accessed for this study, the majority of the findings are aligned with those of the researchers referenced, with the exception of 'progression' and 'work-life balance'. Progression opportunities were suggested as being limited from the perspective of the graduate, according to Hurrell *et al.* (2011), while the findings of this research show that the sector offers opportunities for progression for those looking for career paths. Although the literature suggests that the sector is considered attractive because of the work-life balance it offers, a significant finding from the comments in stage 2 of this research is that a good work-life balance within the VS is a myth (Appendix I). This corroborates the fact that the voluntary sector has a higher number of donated hours than the public or private sectors (Bussell and Forbes, 2006; Cunningham, 2007; 2010a).

This study has further confirmed the findings from the literature review in relation to brand confusion and the VS; however, it further serves to complement the existing literature by adding the perspective of the brand from within the sector. The uncompetitive terms and conditions offered to paid staff in the sector, as found by the Centre for Workforce Intelligence (2011:19), was further supported in this study, as respondents in Stage 2 confirm that staff accept poorer terms and conditions as a trade-off for other benefits such as flexibility and part-time work.

One of the findings from the research highlights how those organisations that are more heavily reliant on contract income face challenges resulting from increased monitoring and evaluation, short-term contracts and budgeting constraints. It is argued that, to reduce their reliance on contracts, the sector needs business skills to diversify income streams. However, to recruit people with the required business skills the sector needs to offer more attractive recruitment packages, which it finds difficult to do as contracts are often unable to fund all direct project costs.

An unexpected outcome linked with academic contribution has been the importance, expressed by stage-2 respondents, of offering training opportunities to charity workers

who need to learn how to manage in a turbulent and competitive environment. This research shows that there are opportunities for academic institutions to broaden their curricula to include business skills training focused on voluntary sector management. This might also be linked with the marketing gaps the voluntary sector needs to address in relation to graduates' awareness of the careers available in this sector.

In addition to the above, this research demonstrates the applicability and effectiveness of the sense-making theory (Weick, 1995) and the repertory grid technique in empirical studies on the voluntary sector. The technique may also have a professional contribution to make within the voluntary sector. Practitioners, prior to recruiting, might use the technique to assess the most salient skills and values required for the role to assist them when having to compromise if skills are not readily available within the market.

The term 'contract culture' is understood within the VS to represent the shift from block contracts to limited-term funding and the associated challenges that accompany it, such as increased monitoring and evaluation, and the competitiveness required to win contracts, often through a competitive bid process. However, the term 'contract culture' is understood within the VS to refer more to climate than to an organisational culture, and it reflects both the external and internal pressures the sector faces in resourcing itself (refer to section 2.2 for definition of the 'contract culture'). As noted in section 2.2, practitioners use the term as a way of making sense of their experience in a way that may be slightly at odds with formal academic usage; however, for the purposes of this research, the meaning of the term 'contract culture' requires no distinction between formal theory and the perception of the term in day-to-day practice. As with the constructivist theory, the importance also lies in how practitioners make sense of it on a day-to-day basis. This competitive environment, resulting from the 'contract culture'/climate, is a barrier to partnership working as organisations are competing against one another for resources. The findings of this study further show that the volume of administration within the sector has increased, which is consistent with the findings of Kiwanuka and Kingston (2011).

#### **7.4 Professional contributions**

The professional contributions realised from this research include a contribution to empirical research in an area identified as being under-represented and yet significant

due to the fact that the sector is facing 2.8 billion (GBP) in cuts during the period 2011-15 (Clark *et al.*, 2011). This research examined the factors involved in recruitment in the voluntary sector as a result of the 'contract culture', and the outcomes will be useful to the sector in the following ways: for developing recruitment strategies, it will provide an insight for commissioning teams into the impact of the 'contract culture' on the sector; it will also be useful to policy-makers and academic institutions as the findings identify significant skills gaps in the market.

Respondents were asked whether they used recruitment agencies when recruiting paid staff, and a high percentage of respondents reported that the medium used for recruiting is often restricted by the budget, as most contract funds fail to cover all costs. In addition, questionnaire respondents reported low usage of recruitment agencies due to high costs and the quality of candidates provided by the agencies. These findings would suggest that there are opportunities for recruitment agencies to review recruitment costs should they wish to attract business from the voluntary sector.

The research provided an insight into the motivation and factors that attract candidates to the sector; therefore the factors that deter them, such as lower salaries, might be offset by the attractive features, e.g. flexibility. The above findings exposed the absence of graduate opportunities in the sector and the image the sector conveys to graduates. These findings will be useful to practitioners when considering recruitment campaigns to attract business skills.

Voluntary sector practitioners recommend the provision of comprehensive job packs for candidates applying for roles in order to dispel any misconceptions applicants may have about the sector. However, the confusion about the brand was shown to be compounded by the skills gap present within the market. Furthermore, according to Hurrell *et al.* (2011) graduates appeared unaware that there was a need for people with business skills, and the comments received from the stage-2 questionnaire respondents suggested that there are progression opportunities within the sector. Nevertheless, it is unclear whether there is an awareness of progression opportunities within the sector or whether the opportunities available are unattractive. This is another potential area for empirical research.

The tendering process, now common practice, was found to require additional skills and time due to the resource-intensive nature of public sector procurement. Variations in how organisations approach tendering were evident from the questionnaire responses.



Some organisations brought in staff and some completed tenders themselves. A support measure suggested to help professionals was to share completed tender documents as a pooled reference resource.

Short-term contracts were reported as presenting practitioners with challenges when recruiting and retaining staff. The findings of this thesis will be publicised and shared with commissioners, during contract management meetings, with a view to influencing decision-makers to extend contract durations to enable the sector to attract and retain the valuable human resources it needs to provide vital health and social care services.

This research provides an understanding of the main issues that impact on the recruitment of paid staff in the voluntary sector as a result of the 'contract culture'. Although the research findings are representative of different brand partners throughout the UK, there are limitations to the findings, as detailed in the next section.

The practitioner recommendations as discussed in section 6.2 can be summarised as follows:

#### *Practitioner recommendations*

While the following list provides recommendations for practitioners, it is acknowledged that magic wands cannot be waved and that everything depends on resources; however, practitioners do need to take them seriously and they should not hide behind the resource issue as an excuse for inaction.

Influence commissioners to exercise a lighter touch in the monitoring and evaluation of contracts.

- Diversify income streams and propose better pricing in contracts and tenders in order that more attractive terms and conditions might be offered to staff.
- Take advantage of the graduate market.
- Diversify income to reduce reliance on statutory or grant funding.
- Ensure that job packs with detailed information are provided to applicants in order to clarify the roles being advertised.
- Voluntary sector organisations should build in exit strategies, as part of the recruitment process, for staff employed on fixed-term contracts in order that, as contracts near their end dates, as many staff as possible might be redeployed into new roles.

- Promote awareness of progression opportunities within the voluntary sector.
- Promote flexibility and part-time work, as these have been shown to be among the voluntary sector's greatest assets when trying to attract applicants.
- Build costs into contracts to cover full recruitment expenses.

The practitioner findings from this study will be disseminated in the following ways:

- Circulation of an Executive Summary within the brand partner network.
- Publication of findings in a practitioners' journal, e.g. Third Sector.
- Sharing of findings at conferences and events, e.g. a brand partner Annual General Meeting and the Eastern Promise Regional Meeting for the East of England.

Thus, the findings of the research will be used to exert influence by communicating and publicising the research outcomes. Communication will use a variety of media including conferences, engagement events, steering group meetings and presentations where it is possible to influence commissioning strategy. Findings of relevance to practitioners will also be communicated using a variety of media including the brand partner intranet, other forms of electronic media, and at events. The recommendations for practitioners, as listed above, which are within practitioners' control, such as recruitment of graduates, pooling of tender documents, income differentiation, brand awareness and promotion of progression, constitute ways in which the research findings might make an immediate impact. Other findings, such as salary differences with other sectors, skills gaps, short-term contracts, and terms and conditions, are issues which practitioners will be better placed to address as reliance on contractual income decreases and self-generated income grows. The outcomes of the research will also be used to evidence the need and secure funds for further research, in particular into the perception of the voluntary sector brand from a non-voluntary perspective.

## **7.5 Research Limitations**

The findings of the empirical research as critically appraised in chapter 2 formed the basis of the initial phase of the research. The outcomes of the initial stage of the research then provided the foundation for the quantitative and qualitative questionnaires. Every effort was made to ensure that the collection of data from respondents remained both confidential and objective. As this is a study of the culture in

which people operate, and as that climate has a material impact on people's perceived freedom of action, a constructivist methodology was the most appropriate approach to adopt.

Case-studies were carried out during the first stage of the research, and the repertory grid technique was used during the one-to-one interviews. The second phase of the research was conducted using a questionnaire to collect data. The sample was based on brand partners, and participating organisations represented various parts of the UK. Participants also represented organisations with different financial turnovers and a range of different areas of responsibility including boroughs, towns, districts, cities and counties. Although a constructivist approach has been used and the research represents a range of different organisations, there are limitations to this research, as with any empirical study, and these limitations are summarised as follows:

The researcher who carried out this study works within the brand partnership network and could therefore be said to have a degree of bias. However, the use of the repertory grid technique, which collects views of respondents based on the respondents' own opinions, minimised any possible bias. The repertory grid is noted as being effective in removing bias by Fassin *et al.* (2011), Fransella *et al.* (2004) and Jankowicz (2004).

While the organisations that participated in the research represented various different parts of the UK, they were all from the same brand partnership. It might be suggested that this limited the generalisability of the findings as they could be seen as more representative of similarly structured organisations as opposed to non-brand partner-type organisations. Yin (2009:61-62) argues that, while a single case-study is sufficient, it is open to criticism, and it is better to conduct more than one study in order to 'blunt criticism'. The second stage of the research produced responses from 44 organisations from a sample of 159. Although this response rate is low, it is argued as being sufficiently representative for the generalisation of results. Nevertheless, a higher response rate would have increased the confidence in the findings overall. The response rate of 28% for stage 2 would have been increased to almost 50% had the additional thirty-four organisations that stated they were unable to take part in the research due to time pressures produced completed questionnaires.

A further limitation may be the fact that the findings are only representative of those responsible for hiring people as opposed to those applying for paid positions in the voluntary sector. However, a conscious decision was made to exclude job applicants'

perspectives as the research was focused on the perspectives of the hirers in order to explain the key issues in the wider context of the 'contract culture'. Furthermore, volunteer recruitment was also excluded from this study due to the differences in recruitment processes, policies and procedures with volunteer recruitment.

## **7.6 Further research**

In addition to the subject matter suggested for further research in section 6.2, other considerations for further research should include the following:

This research might be followed up with a larger sample including non-health and social care voluntary sector organisations in receipt of public sector funding via contracts. In addition, the sample might be extended to cover sample organisations outside the domain of brand partnership organisations.

A summary of the areas identified for further research as discussed in section 6.2 is as follows:

### *Issues for further research*

- Why does the VS have the workforce with the highest academic skills while still having significant skills gaps or, at least, the skills needed to address the changes resulting from the 'contract culture' shift?
- What levels of pay are required to attract the skilled workforce needed to manage the 'contract culture' effectively?
- What terms and conditions/remuneration packages would attract graduates to the sector?
- What types of media are used by the voluntary sector to advertise jobs and what are the costs associated with advertising?
- Do the recruitment media used by the sector vary according to the requirements of the funder, and is the full cost of recruitment recovered from contracts or are the costs being subsidised and, if so, how?
- What kind of information technology is used within the sector? Are the software packages used for data collection suitable and efficient or is the technology under-utilised within the sector? If so, why?

- How many hours (unpaid) on average does the VS salaried worker actually work over and above their paid hours'; Also, if additional hours are worked and donated, are they recorded within the voluntary in/outputs of the organisation or are they lost without recognition?
- From a non-voluntary sector perspective, what is the perception of the VS brand from a public or private sector viewpoint?
- When or at what stage does the tipping-point occur and committed employees decide to leave the voluntary sector?
- What is the impact of inter-voluntary sector competitive relationships and what impact do these have on the forming of partnerships during tendering?
- Are there particular types of organisational structures within the voluntary sector that are more efficient than others, taking into account the 'contract culture' and the turbulent external environment in relation to income and funding constraints?
- What are the pros and cons of zero-hours contracts in the context of the voluntary sector and the 'contract culture'?
- How might the VS optimise graduate placements and career development opportunities?
- Are there any gaps in academic curricula in relation to VS management and the 'contract culture'?

## **7.7 Conclusion**

Chapter 7 provides an overview of the contributions and limitations of this study, and chapter 6, section 6.2, has identified areas for further research. This research has achieved its aim of examining the factors affecting the attraction of employees into VSOs, following the introduction of the 'contract culture', in order to improve recruitment practices to attract staff. The aim was achieved by addressing the two research objectives:

1. To examine, in particular, the relationship between resources available and the recruitment of staff to the VS.
2. To examine, in particular, whether and to what extent reliance on contracts has an impact on terms and conditions of staff working in the VS.

After taking into account the findings derived from the application of a pluralistic methodology, the study addressed the research question:

*What key factors, as identified in the literature review, do the practitioners responsible for recruitment feel have the greatest impact on the decision to work for a VSO providing HSC services?*

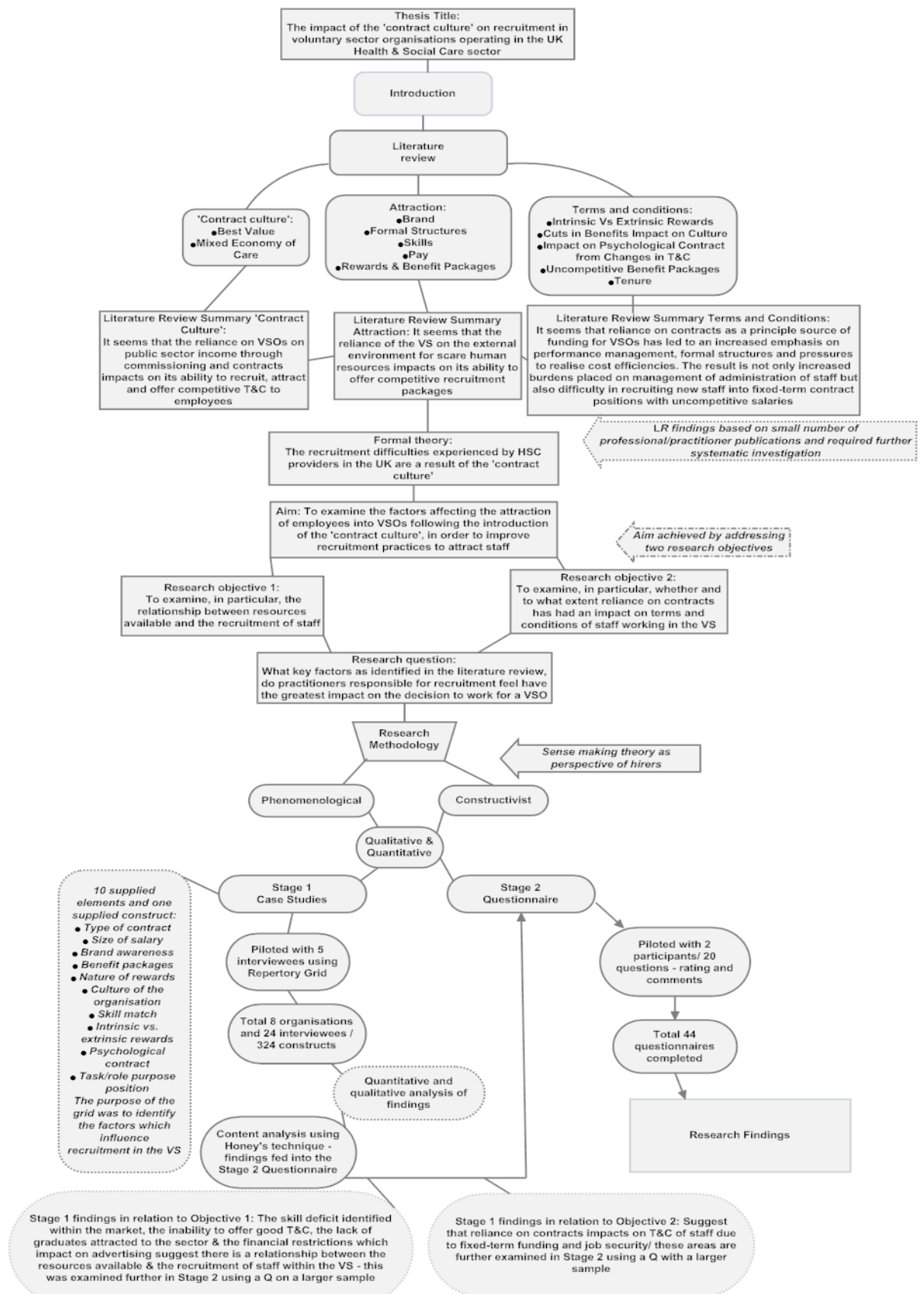
The research has illuminated the key difficulties experienced by voluntary health and social care providers in the UK as a result of the ‘contract culture’ in a way that highlights the chief issues perceived by the providers themselves as requiring attention.

## **7.8 Reflections on research**

The following process map summarises the different stages of the study. It provides an overview of the research from the initial literature review phase of the study and how this progressed on to the three main threads of the focus: ‘contract culture’, attraction, and terms and conditions. The three threads were then further developed in to sub-areas which formed the key areas to be examined, refer to fig.7 overleaf and Chapter 2. The examination of the sub-areas resulted in the identification of ten elements which represented the areas for further investigation – these ten elements formed the basis for the case-studies.

The review phase involved identifying primary and secondary literature relevant to the research topic. One of the main challenges was the term ‘contract culture’ as this is widely understood and used as common currency by VSO HSC practitioners’; however, it was difficult to locate a formal definition in empirical research. For the purposes of this study the term ‘contract culture’ was used in the same context as it is described by Morris (1999) and as referenced in section 2.2 above.

The following process map (see overleaf) illustrates the different stages of the research and shows how each stage links together with the next:



**Figure 7: Research Process Map – representing the various stages of the research.**

As the research looked at the perceptions of hirers the sense-making theory and the repertory grid were used to elicit and record the thoughts and constructs of those responsible for hiring of paid staff as referenced Chapter 4. The technique was effective and the results provided the information required to design the questions for the second stage questionnaire as detailed in Chapter 5, and as presented in Appendix H. Both the repertory grid and the questionnaire realised sufficient findings to support generalisability of results.

As the researcher works within the brand partnership network particular attention was paid to minimising any possible bias during the research process. However, it was felt that the involvement of the researcher within the network was also a positive, as this engendered a trust/congruence which allowed for the elicitation of detailed information that may not have been so easily extracted by an outsider/someone unfamiliar to the brand partnership, who may have been viewed with suspicion!

On reflection the topic appeared very relevant to participants, in view of the current climate and the experiences of the sector workers who have traditionally relied on grants but who are now contracting for new, and existing, services. Tendering and the associated contract management has increased the need for the sector to attract and employ people with business skills. However, it would appear that these skills are difficult to attract, afford and 'fit' with the VS culture of an altruistic and intrinsically motivated workforce.

While the study followed the outline of the initial research proposal there were two areas where improvements were made. Firstly, the sample size for the second stage of the research was increased to allow for non-response. Secondly, the questionnaire was developed to allow for inclusion of comments, as well as rating responses, and this proved valuable as can be seen in the number of comments as presented in Appendix I. A learning outcome has been the need to adapt and be flexible to ensure the best possible results are achieved.

The research has been a valuable learning experience for the researcher in relation to understanding, from the perspectives of other practitioners, the impact the 'contract culture' has had on organisations operating in different parts of the UK. The research has shown that there is a high degree of agreement around the availability of progression opportunities within the sector, which is surprising as this contradicts existing empirical research and with the view of the sector from the general outlook of



graduates. In addition, the qualitative findings highlight that a good work-life balance in the VS is a myth and this conflicts with the wider impression that the sector offers a cosy and stress-free working environment (Appendix, I).

Finally, the research findings highlight the difficulty of sourcing skilled business professionals to manage the impact of the 'contract culture'. From the standpoint of a research/practitioner, carrying out this empirical research, the study has provided an invaluable opportunity to learn, develop and apply research skills. These research skills will be useful in managing the increasing formal structures and the complexity of the 'contract culture' within the voluntary sector.

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## **Appendix A Case Study**

### **Agreement in principle from the Age UK XXX Chief Officer 21/12/12**

Email: *(Anonymised to protect the identity of participants in the study)*

Sent: 21 December 2012

To: Jan Gough

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Hi Jan

In principle we'd be happy to oblige. Perhaps we could pick this up in the New Year?

Regards

Chief Officer

Age UK XXXX

Appendix B List of Brand Partners	Sampling Frame (13/12/12)
1. Age Isle of Man	85. Age UK Maidstone
2. Age UK Andover and District	86. Age UK Malvern & District
3. Age UK Ashford	87. Age UK Medway Limited
4. Age UK Bame t	88. Age UK Merton
5. Age UK Bamsley	89. Age UK Metro Rochdale
6. Age UK Barrow & District	90. Age UK Mid Mersey
7. Age UK Bath & North East Somerset	91. Age UK Milton Keynes
8. Age UK Bedfordshire	92. Age UK Newcastle upon Tyne
9. Age UK Berkshire	93. Age UK Newham (part of Age UK East London)
10. Age UK Bexley	94. Age UK Norfolk
11. Age UK Birmingham	95. Age UK North Craven
12. Age UK Blackburn with Darwen	96. Age UK North East Lincolnshire
13. Age UK Blackpool	97. Age UK North Lincolnshire
14. Age UK Bolton	98. Age UK North Norfolk
15. Age UK Boston & South Holland	99. Age UK North Staffordshire
16. Age UK Boumemouth	100. Age UK North Tyneside
17. Age UK Bradford & District	101. Age UK North West Kent
18. Age UK Brent	102. Age UK North Yorkshire
19. Age UK Brighton & Hove	103. Age UK Northamptonshire
20. Age UK Bristol	104. Age UK Northumberland
21. Age UK Bromley & Greenwich	105. Age UK Norwich
22. Age UK Bromsgrove & District	106. Age UK Nottingham & Nottinghamshire
23. Age UK Buckinghamshire	107. Age UK Oadby & Wigston
24. Age UK Burton	108. Age UK Oldham
25. Age UK Bury	109. Age UK Oxfordshire
26. Age UK Calderdale & Kirklees	110. Age UK Peterborough
27. Age UK Cambridgeshire	111. Age UK Plymouth
28. Age UK Camden	112. Age UK Portsmouth
29. Age UK Canterbury	113. Age UK Reading
30. Age UK Carlisle and Eden	114. Age UK Redbridge
31. Age UK Cheshire	115. Age UK Redditch & District
32. Age UK Cheshire East	116. Age UK Richmond Upon Thames
33. Age UK Chichester	117. Age UK Rotherham
34. Age UK Cornwall & the Isles of Scilly	118. Age UK Runnymede & Spelthorne
35. Age UK County Durham	119. Age UK Salford
36. Age UK Coventry	120. Age UK Salisbury District (C)
37. Age UK Croydon	121. Age UK Sandwell
38. Age UK Dacorum	122. Age UK Scarborough & District
39. Age UK Darlington	123. Age UK Selby District
40. Age UK Derby & Derbyshire (A)	124. Age UK Sevenoaks & Tonbridge
41. Age UK Devon	125. Age UK Sheffield
42. Age UK Doncaster	126. Age UK Sheppey
43. Age UK Dorchester	127. Age UK Shropshire Telford & Wrekin
44. Age UK Dover Town & Rural	128. Age UK Sittingbourne
45. Age UK Droitwich Spa	129. Age UK Solihull
46. Age UK Dudley	130. Age UK Somerset
47. Age UK Ealing	131. Age UK South Gloucestershire
48. Age UK East Grinstead	132. Age UK South Lakeland
49. Age UK East Riding	133. Age UK South Staffordshire
50. Age UK East Sussex	134. Age UK South Tyneside
51. Age UK Enfield	135. Age UK Spalding & District
52. Age UK Essex	136. Age UK Stafford & District
53. Age UK Exeter	137. Age UK Stockport
54. Age UK Faversham	138. Age UK Suffolk
55. Age UK Folkestone	139. Age UK Sunderland
56. Age UK Gateshead	140. Age UK Surrey
57. Age UK Gloucestershire	141. Age UK Sutton
58. Age UK Hackney (part of Age UK East London)	142. Age UK Thameside
59. Age UK Hammersmith & Fulham	143. Age UK Teesside
60. Age UK Haringey	144. Age UK Thanet
61. Age UK Harrow	145. Age UK Tiverton, Cullompton & District
62. Age UK Hereford & Localities	146. Age UK Todmorden
63. Age UK Herefordshire & Worcestershire	147. Age UK Torbay
64. Age UK Heme Bay	148. Age UK Tower Hamlets (part of Age UK East London)
65. Age UK Hertfordshire	149. Age UK Trafford Age UK Tunbridge Wells
66. Age UK Hillingdon	150. Age UK Wakefield District
67. Age UK Horsham District	151. Age UK Walsall
68. Age UK Hounslow	152. Age UK Waltham Forest
69. Age UK Hull	153. Age UK Wandsworth
70. Age UK Hythe & Lymington	154. Age UK Warwickshire
71. Age UK Isle of Wight	155. Age UK Waverley
72. Age UK Islington	156. Age UK West Cumbria
73. Age UK Kensington & Chelsea	157. Age UK West Sussex
74. Age UK Ke steven	158. Age UK Westminster
75. Age UK Knaresborough & District	159. Age UK Whitstable
76. Age UK Knowsley & West Mersey	160. Age UK Wigan Borough (D)
77. Age UK Lambeth	161. Age UK Wiltshire
78. Age UK Lancashire	162. Age UK Winchester
79. Age UK Leeds	163. Age UK Wirral
80. Age UK Leicestershire & Rutland (B)	164. Age UK Wolverhampton
81. Age UK Leisham & Southwark	165. Age UK Worcester & District
82. Age UK Lincoln	166. Age UK Wyre Forest
83. Age UK Lindsey	167. Age UK York
84. Age UK London	

## Appendix C Repertory Grid Template (used during the interview stage 1)

<p>The purpose of this grid is to <b>Identify the factors which influence recruitment in the VS</b> (and hence help to define the way that the Contract Culture operates).</p>											
<p>Which two elements are alike in some way and different to the third in terms of how they influence recruitment in the VS from your point of view - on completion of this interview RETURN TO THIS ISSUE AND ASK THE INTERVIEWEE TO SIGN OVER THIS BOX IF S/HE AGREES. No signature = analysis; anonymous grouped data; but NO sharing of the data. 1 = more important and 5 = less important</p>	Type of contract	Size of salary	Brand awareness	Benefit packages	Nature of rewards	Culture of org	Skill match	Intrinsic vs extrinsic rewards	Psychological contract/relationship	Task/role purpose	
	E1	E2	E3	E4	E5	E6	E7	E8	E9	E10	
Overall has a big influence on recruitment											Overall has a smaller influence on recruitment

## Appendix D

The data analysis was completed on the five pilot study repertory grids using the following procedures:

1. The elements, constructs and ratings were input into a Microsoft Excel (2003) spreadsheet which replicated the format of the hard copy repertory grid template used during the interview stage (Appendix C)
2. The elements, constructs and ratings were input into WebGrid 5 (Gaines and Shaw, 2010). WebGrid 5 aids with percentage agreement scores between ratings on each elicited construct and the supplied construct. It provides two multivariate statistics, a cluster analysis and a Principal Component Analysis which are techniques commonly used in the analysis of single grids as stated by Jankowicz (2004).

### Pilot 1 (1)

Meeting intrinsic expectations	1	2	2	2	3	5	3	4	5	4	1	Meeting extrinsic expectations with competitive pay and rewards
Job security able to stay with org for longer	1	2	2	2	3	1	3	1	1	4	1	Dead end job with no job security
Opportunities to progress within org	2	2	2	3	3	1	4	2	1	4	1	No opportunity to progress and staff with org
Clear brand awareness	5	3	1	3	4	2	2	4	3	2	1	Confusion re brand e.g. charities only need soft skills
Tangible rewards such as benefits and pay	2	1	2	1	4	5	4	1	2	3	3	Soft rewards e.g. flexibility and autonomy to make decisions
Reasonable length of contract e.g. more than 2 years	5	2	3	4	3	4	5	2	1	5	1	Short term fixed contracts unattractive to skilled staff
Low stress working environment	3	4	2	3	3	1	4	2	1	4	4	Rigid work patterns with poor work life balance
Personal values aligned to org	1	5	1	4	4	1	4	3	3	5	5	It's just a job no personal attachment to org
Capabilities to deal with public administration	1	1	3	2	2	3	1	2	4	1	5	Inability to manage contractual bureaucracy
Overall has a big influence on recruitment	3	3	1	3	3	4	1	2	4	2	2	Overall has a smaller influence on recruitment
	?	?	?	?	?	?	?	?	?	?	?	
	?	?	?	?	?	?	?	?	?	?	?	

Task/role/purpose of job

Psychological contract / relationship with employer

Intrinsic vs extrinsic rewards

Skill match

Culture of organisation

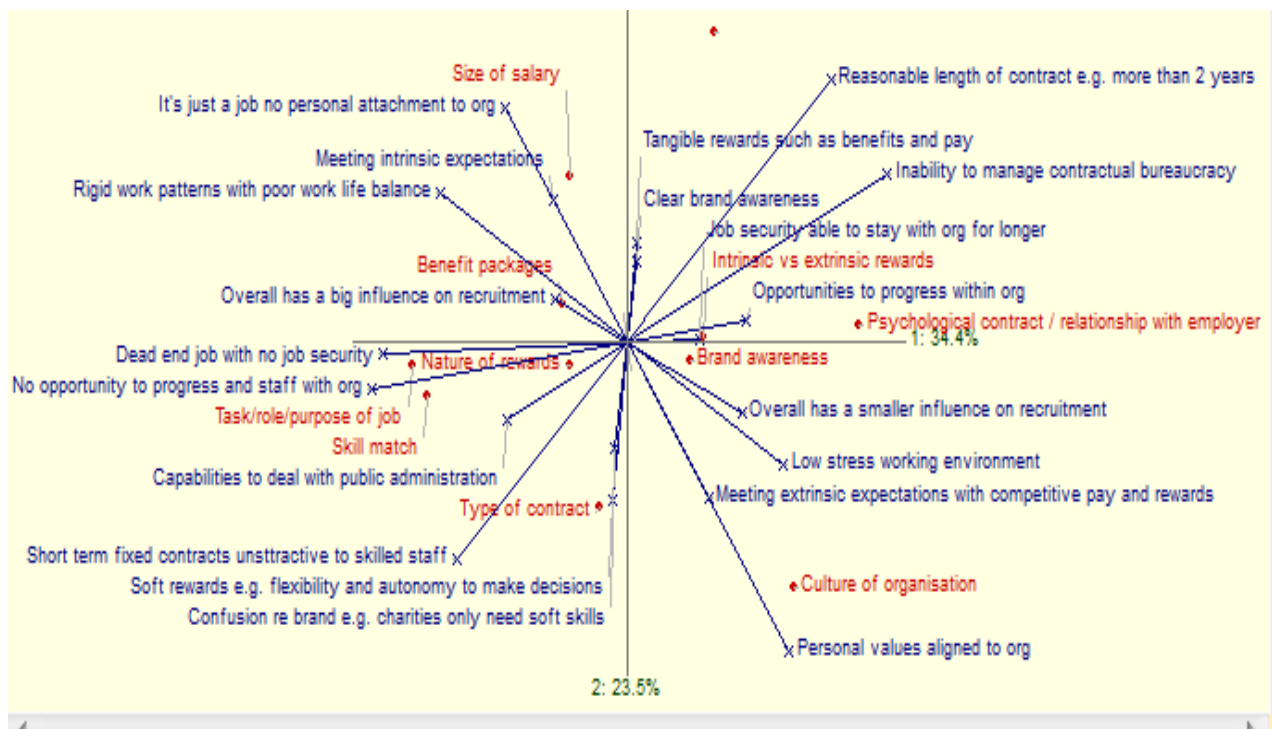
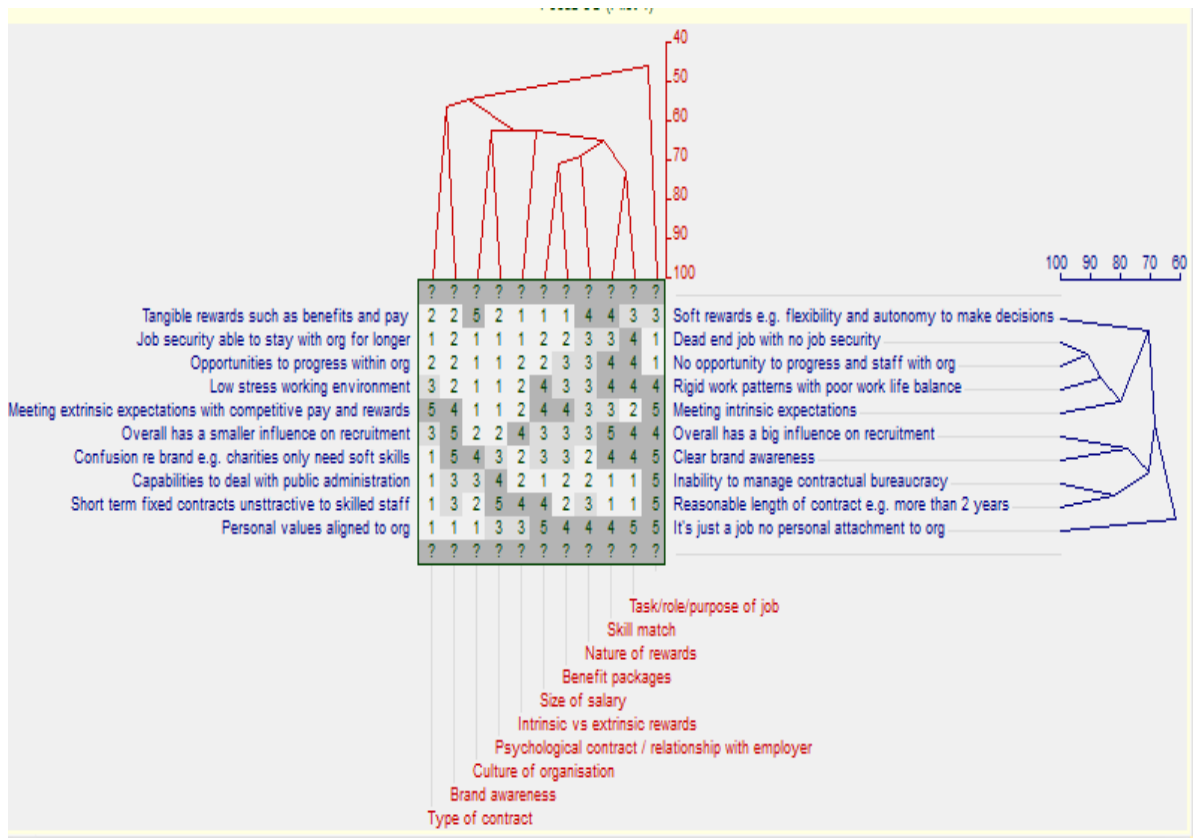
Nature of rewards

Benefit packages

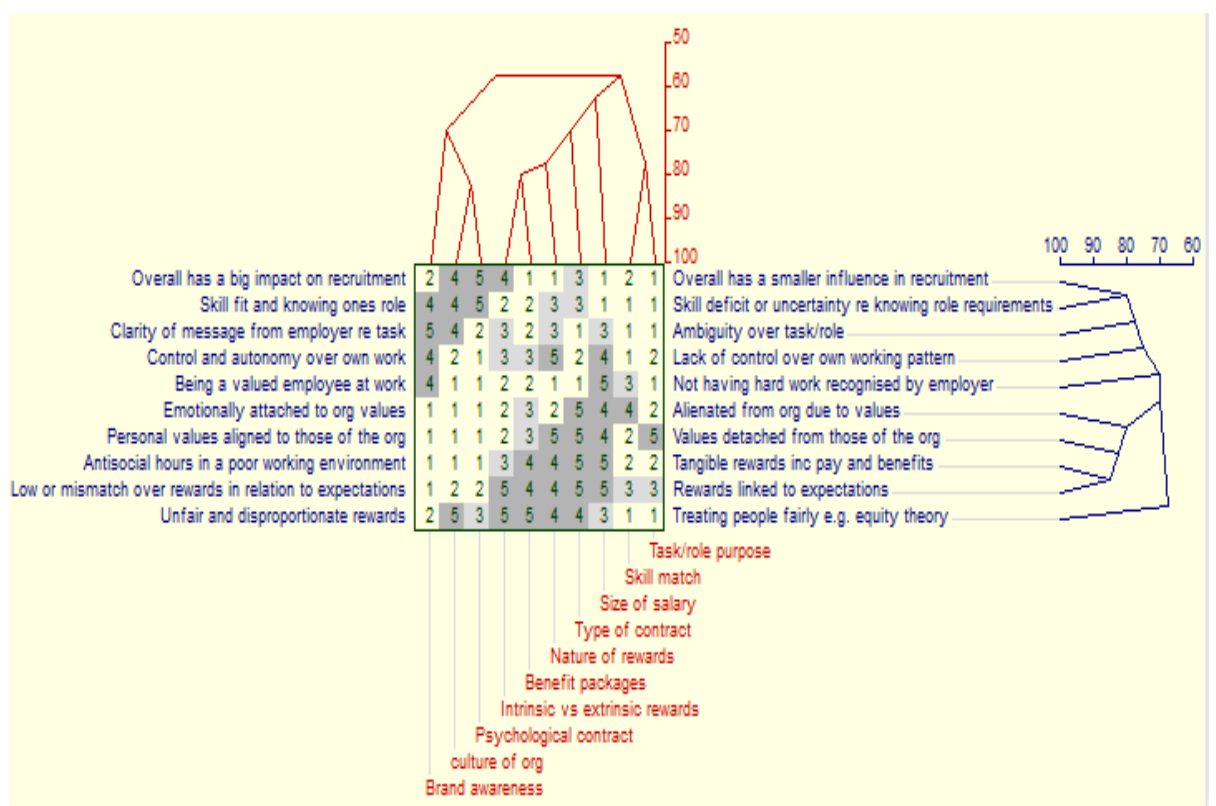
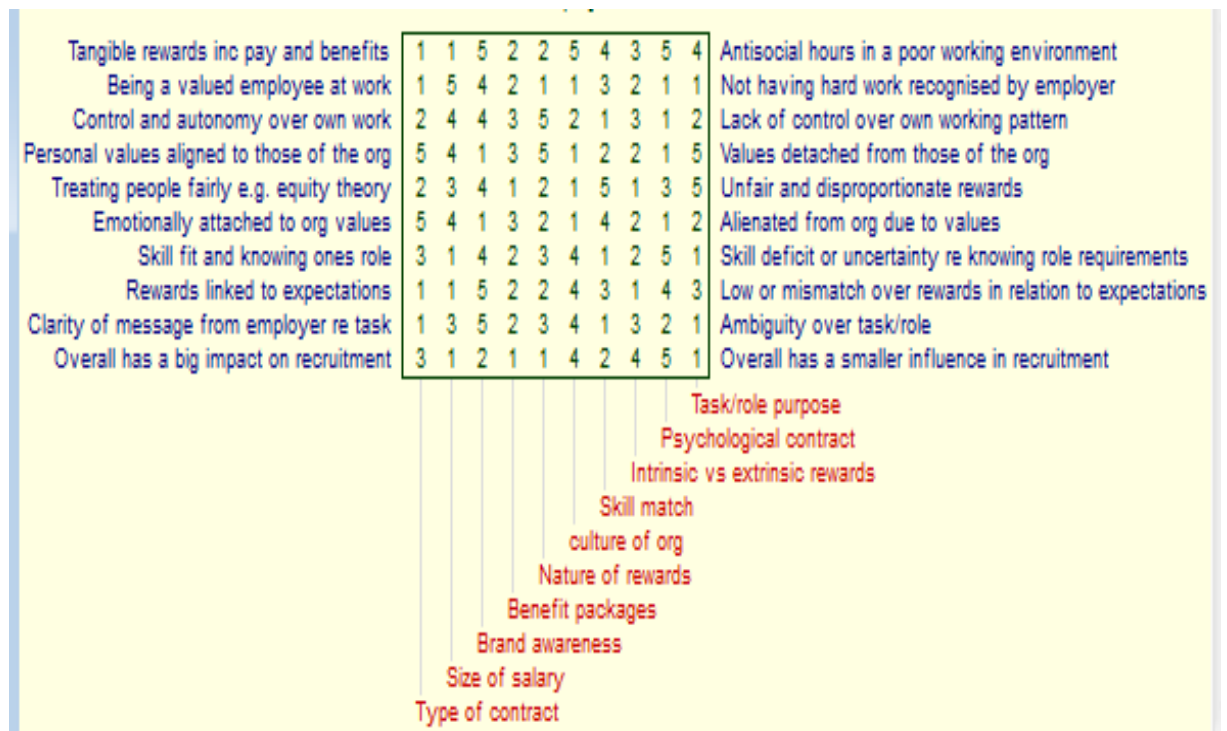
Brand awareness

Size of salary

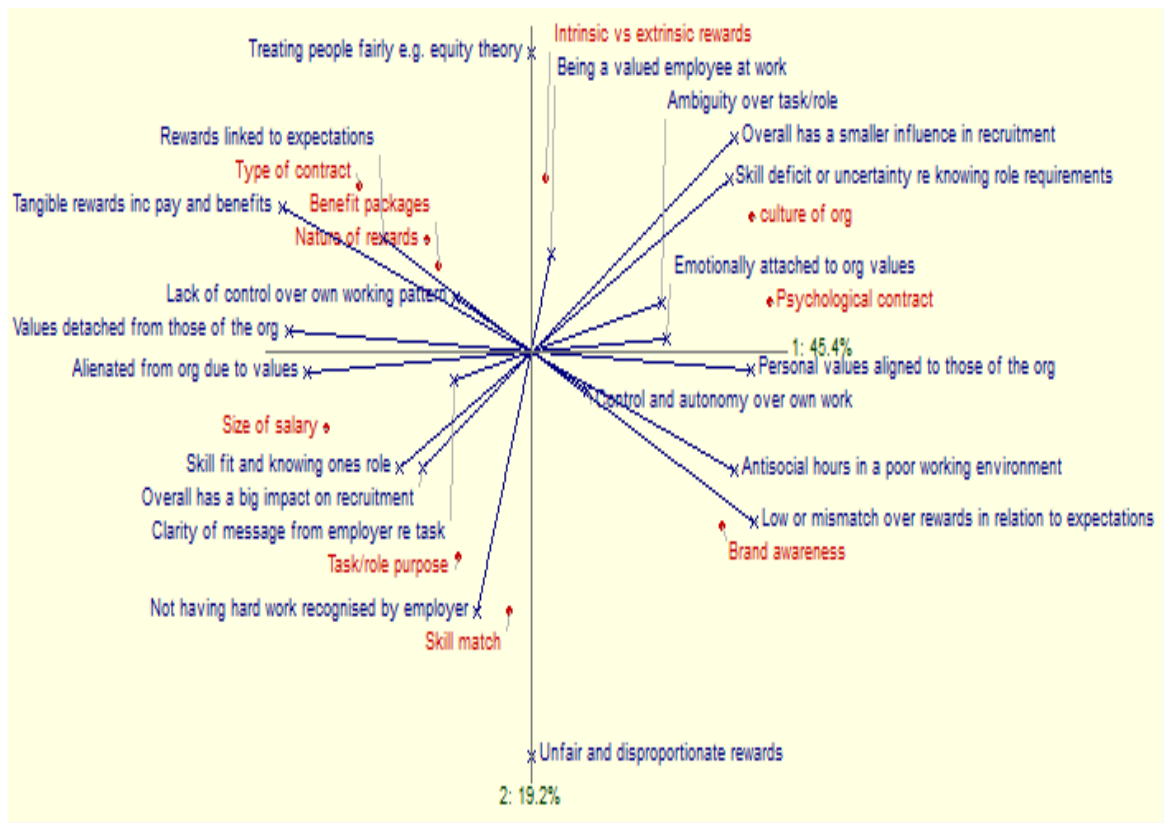
Type of contract



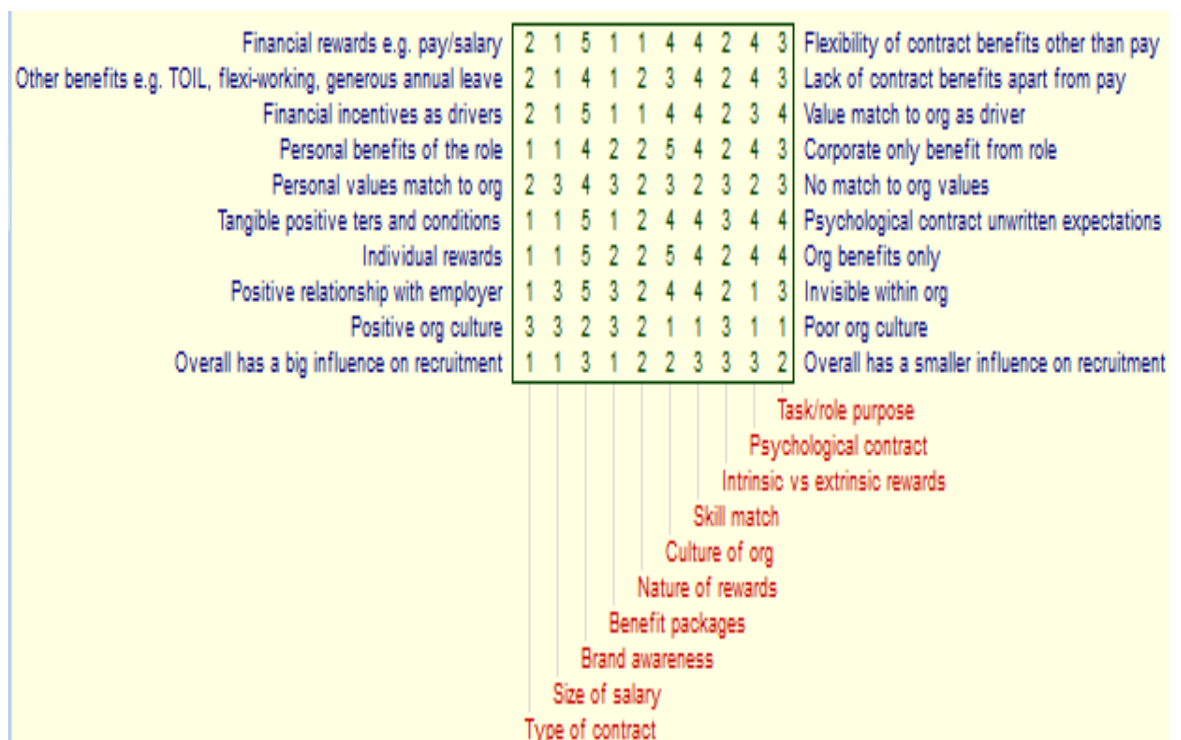
## Pilot 2 (2)

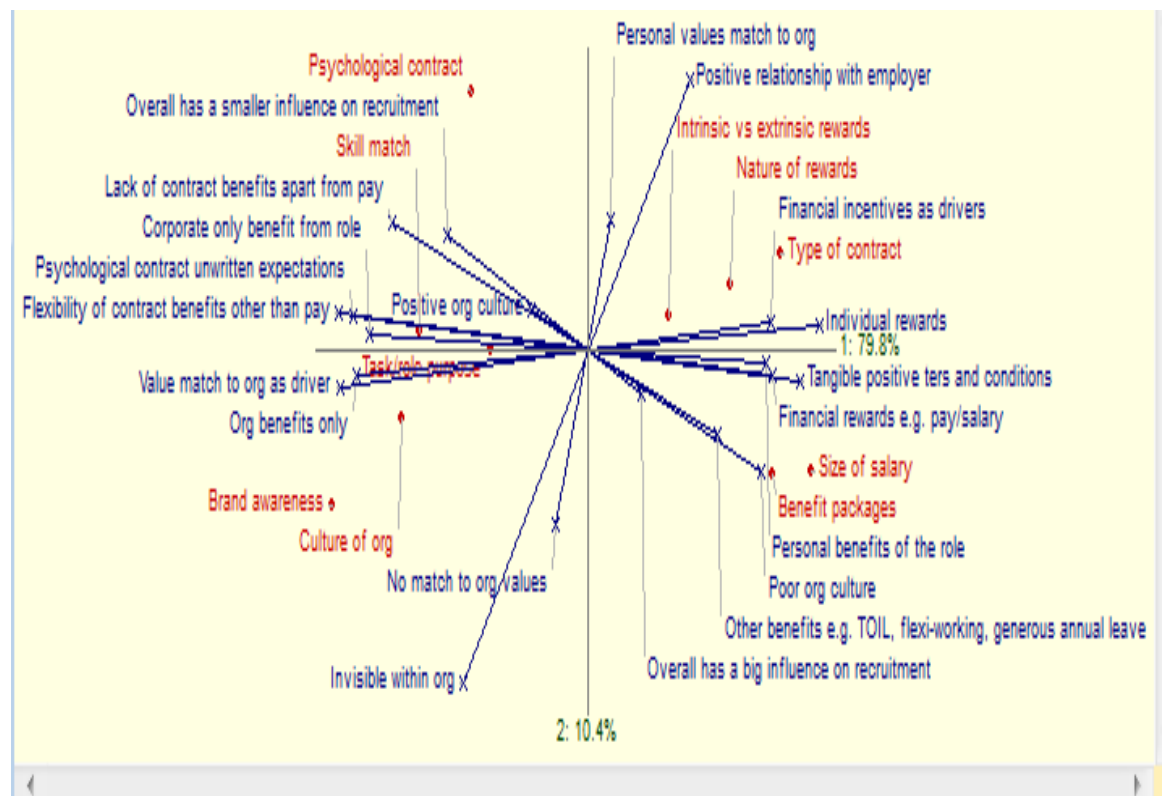
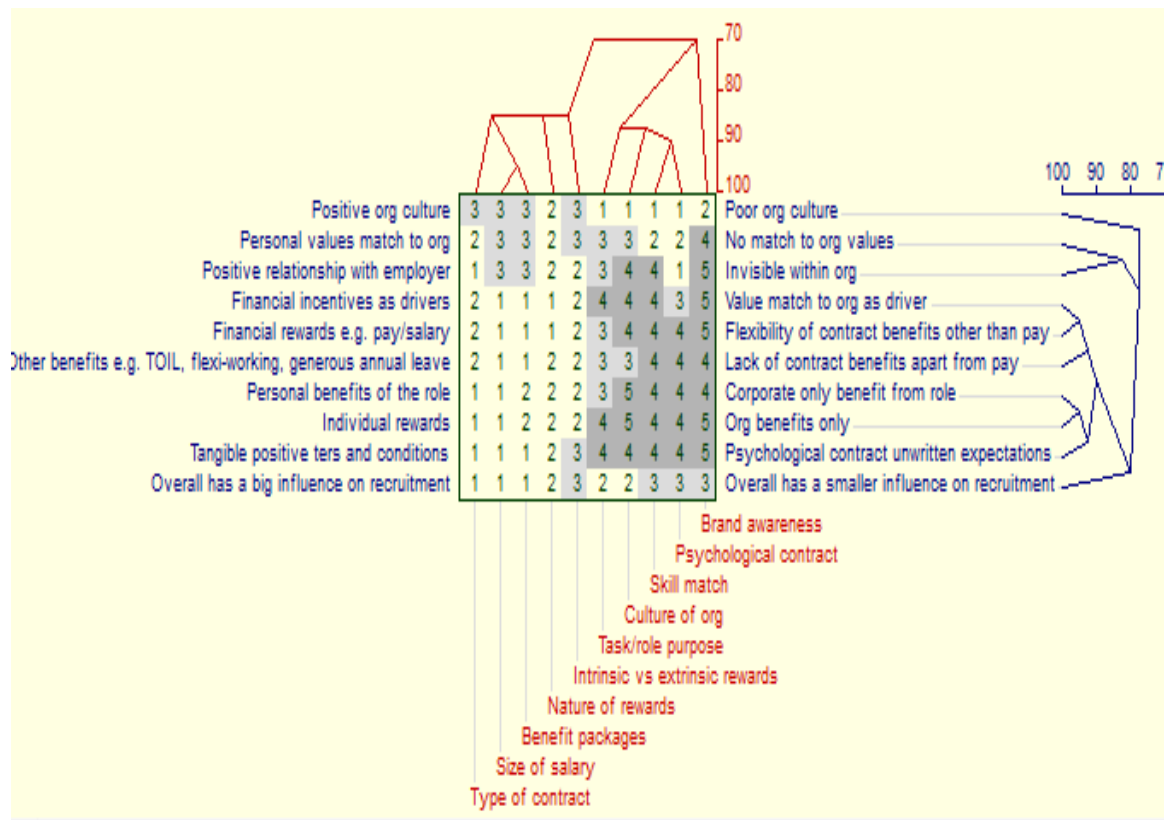




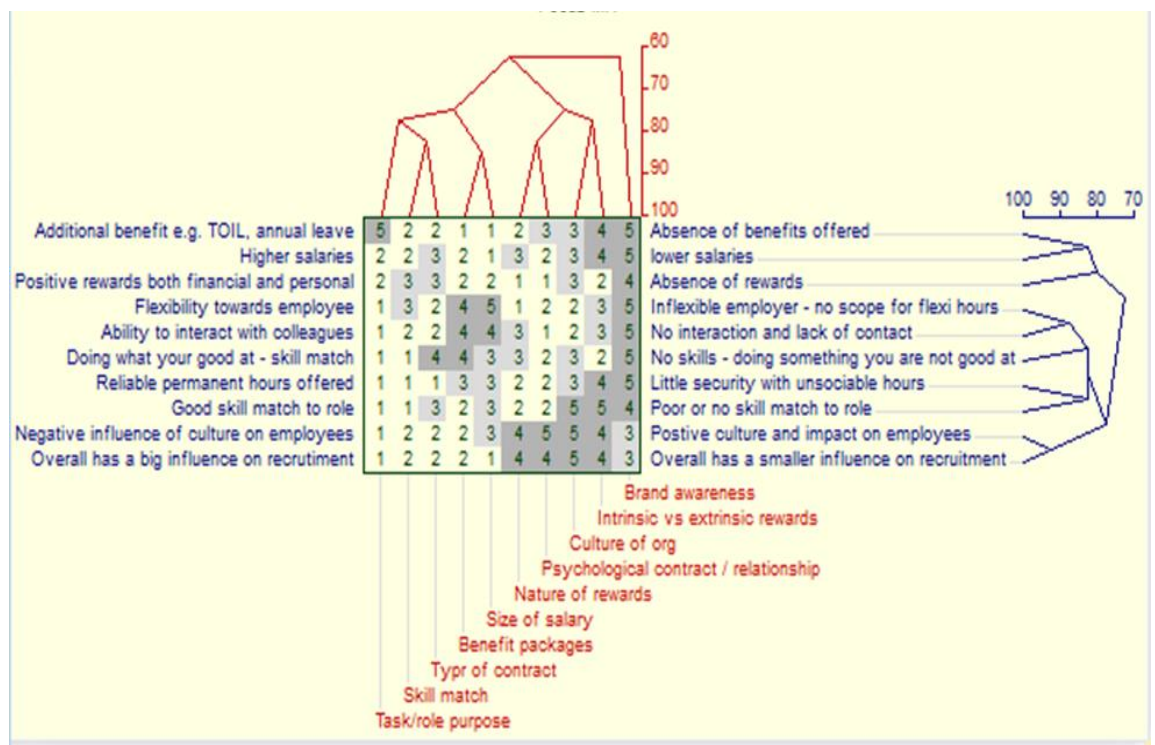


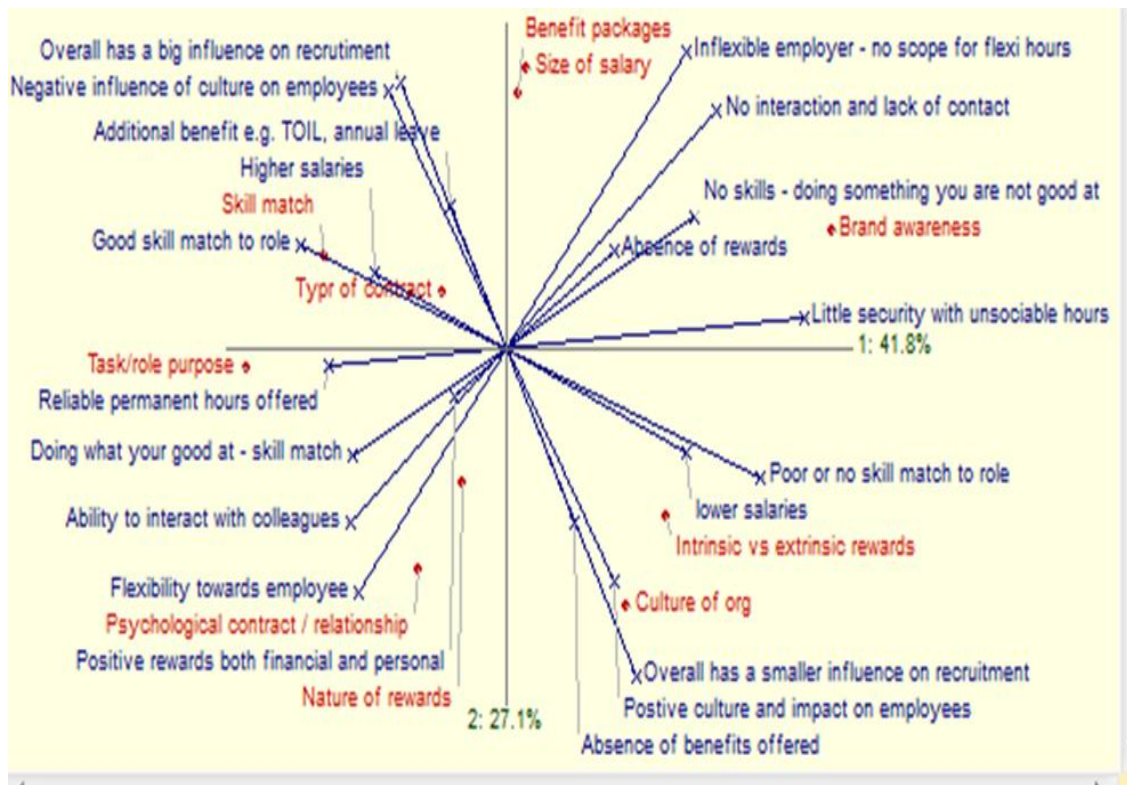
### Pilot 3 (3)





# Pilot 4 (4)





## Pilot 5 (5)

Work life balance positive	1	3	4	2	1	1	3	2	1	?	Burn out expectations to work overtime for no reward
Caring org culture	2	2	3	3	1	1	5	4	4	5	Ruthless working environ - everyone for themselves
Both people and admin skill fit	3	2	3	4	5	5	1	2	5	1	Complete skill mismatch
Positive relationship with employer	3	3	4	4	1	1	5	4	1	5	Not feeling part of the org
Team player	4	4	5	4	2	1	2	3	1	2	Individualistic rather than team player
Purposeful mission	2	2	3	3	4	1	5	2	1	5	Just a job - no job satisfaction
Feeling you have a secure contract	3	3	4	1	1	3	5	1	1	5	Precarious tenure re contract
Competitive salary	1	1	5	2	2	5	5	1	1	5	Lack of acceptable financial rewards
Brand awareness	2	3	1	3	2	1	5	3	5	5	Insignificant or confusing brand
Overall has a big influence on recruitment	1	1	5	4	3	4	1	2	2	3	Overall has a smaller influence on recruitment

Task/role purpose

Psychological contract/ relationship

Intrinsic vs extrinsic rewards

Skill match

Culture of org

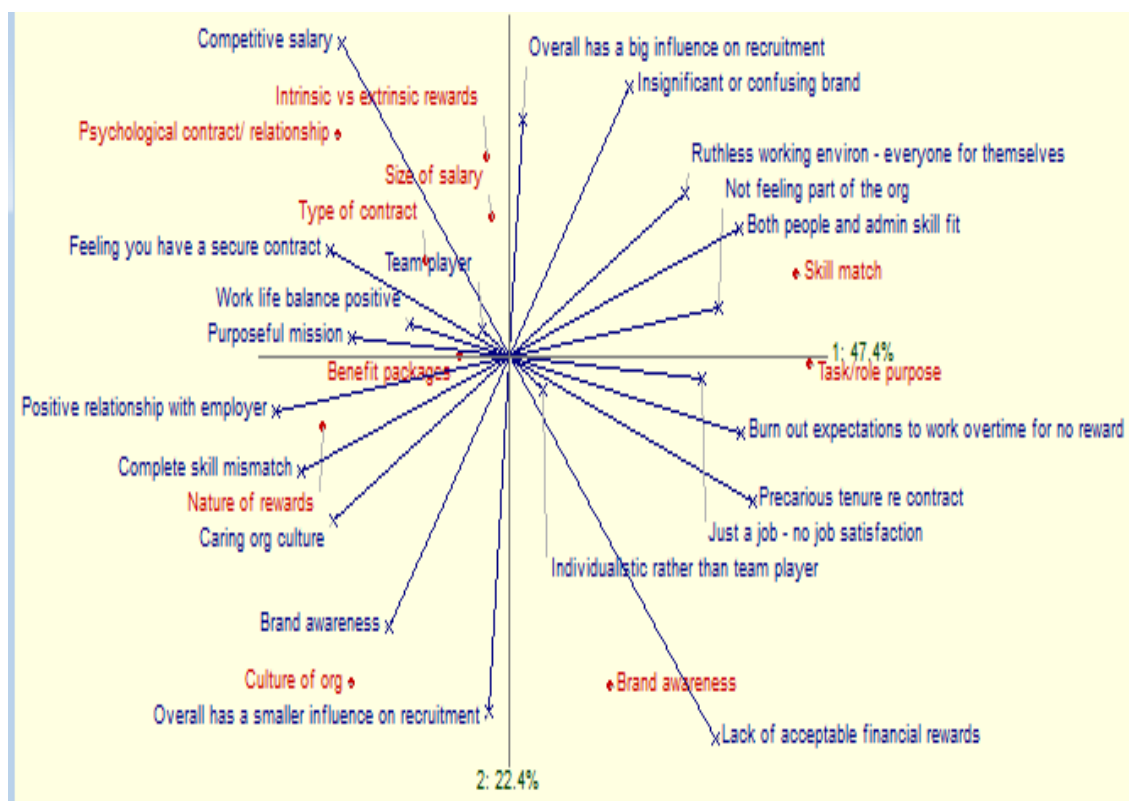
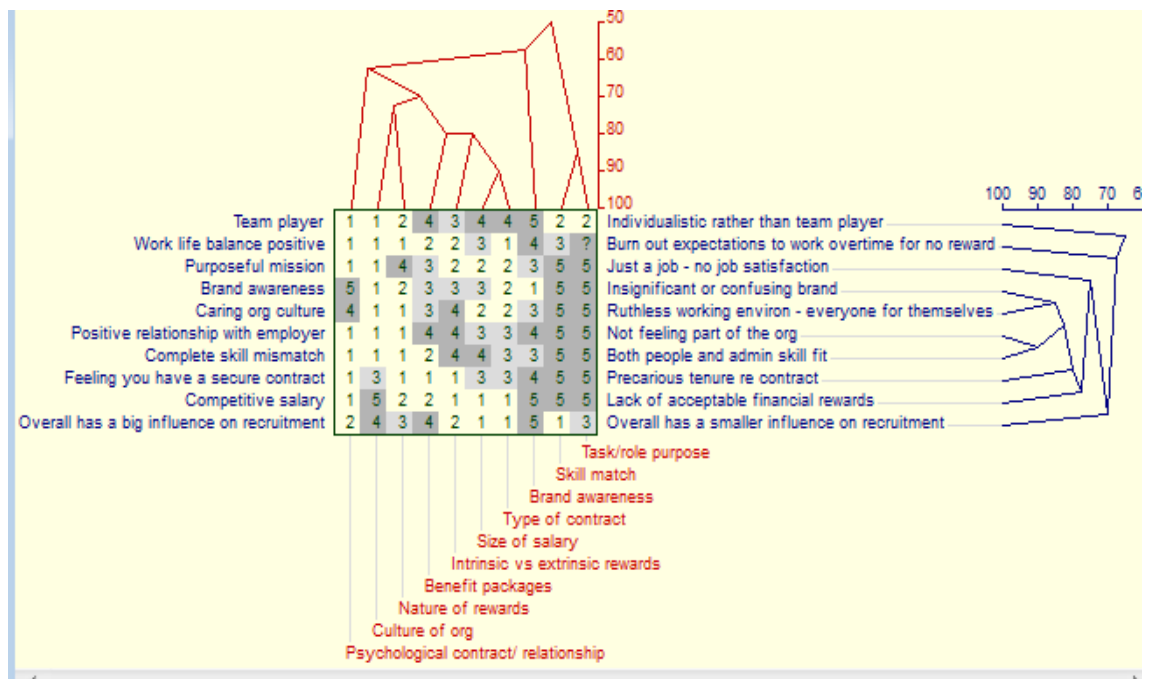
Nature of rewards

Benefit packages

Brand awareness

Size of salary

Type of contract





## Appendix E First Reliability Check

Content Analysis Reliability Assessment - First Attempt																													
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25		Tot agree
	Collaborat		Attradion	Atrition	Brand	Sector awareness	Contract skills	Contract Mgmt	Culture	Variety of contracts	Graduates	Job security	Reason apply	Progression	Rewards	R'ship with employer	Recruitment package	Business skills	Systems	T&C	T&C benefits	Contract & tendering	Values	Work life balance	Zero hour contracts	Structure	Systems		
			32	3	16	15	69	0	26	4	3	11	6	20	25	4	11	0	2	18	0	17	22	14	3	1	2	324	
1	Attraction	33	32 (0.97)																	1			2			1			32
2	Attrition	5		3 (0.60)								2																	3
3	Brand	18			16 (0.88)	2																							16
4	Brand Awareness	13				13 (0.86)																							13
5	Contract	22					16 (0.73)																		1				16
6	Contract Mgmt	1						0																					0
7	Culture	26							26 (1.0)																				26
8	Flexibility	4								4 (1.0)																			4
9	Graduates	3									3 (1.0)																		3
10	Job Security	8										8 (0.73)																	8
11	Motive apply	6											6 (1.0)																6
12	Progression	21	1											21 (0.95)															21
13	Rewards	26													25 (0.96)					10					1				25
14	R'ship employ	4														4 (1.0)													4
15	Salary	12										1					11 (0.92)												11
16	Skills	53	2				53	1										0											0
17	Systems	2																	2 (1.0)										2
18	T&C	3																		3 (0.17)									3
19	T&C Benefits	11																			0								0
20	Tendering	12																				12 (0.71)							12
21	Values	24																1		1			22 (0.92)						22
22	Work life bala	14																						14 (1.0)					14
23	Zero hr contra	3																								3 (1.0)			3
24	Structure	0																									0		0
25	Systems	0																										0	0
	Total	324																											244
																													75.00%
	Percentage agreement score			75%																									
	Outliers			80																									

## Appendix F Second Reliability Check

Content Analysis Reliability Assessment - Second Attempt																			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Tot agree	
	Collaborator Interviewer		Business/ admin skills	Rewards & benefits	Attraction	Culture	Reason for applying	Sector awareness	Permanent contracts	Values	Contract & tendering	Progression	Recruitment package	Worklife balance	Variety of contracts	Zero hour contracts	Graduates		
			50	37	39	25	25	23	22	16	19	18	13	13	11	7	6	324	
1	Skills	55	50 (0.91)		5													50	0.91
2	T&C Benefits	34		34 (0.92)														34	0.92
3	Attraction	34			34 (0.87)													34	0.87
4	Culture	26				25 (0.96)				1	1							25	0.96
5	Motivation to apply	24					24 (0.96)											24	0.96
6	Brand awareness	23						23 (1.0)										23	1
7	Job security	21							21 (0.95)									21	0.95
8	Values	19		2						16 (0.84)								16	0.84
9	Tendering	18									18 (0.95)							18	0.95
10	Progression	18										18 (1.0)						18	1
11	Salary	15		1					1				13 (0.87)					13	0.87
12	Work life balance	13												13 (1.0)				13	1
13	Flexibility	11													11 (1.0)			11	1
14	Zero hour contracts	7														7 (1.0)		7	1
15	Graduates	6															6 (1.0)	6	1
	Total	324																313	14.23
																		96.60%	0.948
	Percentage agreement score			96.60%															
	Cohen's Kappa			0.948															
	Outliers																		

Appendix G						
Category (Count, Percent)	Code	Constructs		Percent Similarity Score	H-I-L Value	
Skills (55, 16.97%) Average % Sim Score 57.55% H =19, I = 24, L = 12 H=34%, I=44%, L=22%	11.7	Capability to learn	↔	Capability issues of applicants	100	H
	15.9	Applicants do not have the tendering skills now required	↔	Tendering skills in abundance	100	H
	15..10	Applicants do not have grant application skills required	↔	Applicants have grant application skills	100	H
	15.11	Applicants don't have experience of working with commissioners	↔	Applicants have experience of working with commissioners	100	H
	6.14	Different skill set required with increased admin	↔	Difficult to recruit managers with the right skills	95	H
	19.9	Difficulties recruiting someone with fundraising skills	↔	Fundraising skills easy to recruit	95	H
	6.15	Expertise required to manage contracts and legal	↔	Having to buy in additional third party expertise	90	H
	7.7	Attracting people with the right skills	↔	Skill deficit in people applying for jobs	90	H
	9.9	Attracting people with the right skills	↔	Applicants only just meeting the requirements	90	H
	6.10.	Highly skilled business people needed in sector	↔	Caring skills no longer enough	80	H
	15.5	Difficult attracting people with business skills	↔	Easy attracting people with business skills	80	H
	6.9	Shift in skills required by the sector now more commercial	↔	Traditional skills no longer required	75	H
	8.7	Having staff with the right skills	↔	Receiving staff via TUPE who do not have the right skills	75	H
	10.4	Good skill match	↔	Skill deficit in applicants	75	I
	11.9	Good communication skills	↔	Lack of communication skills	75	I
	15.12	Applicants do have experience of benefits work	↔	Abundance of benefit skills in market	70	I
	15.13	Applicants have experience of housing related issues	↔	Abundance of housing related skills in market	70	I
	15.14	Attracting applicants but rarely suitable as no relevant skills	↔	Attracting suitable applicants	70	I
	6.12	Business skills needed	↔	Administration with tendering and contract management increased	65	I
	10.1	Attracting highly qualified staff	↔	Receiving applications from low skilled applicants	65	I
	13.12	Deficit in admin skills which are now needed due to contracts	↔	Care workers have admin skills	65	I
	8.6	Ability to write reports and write well	↔	Inability to communicate well especially in writing	60	H
	8.13	Good communication skills	↔	Difficulty conversing	60	H
	17.13	Business skilled people are willing to work in the VS	↔	Business skilled people not willing to work in VS	60	H
	11.3	Attracting people with good skills	↔	Absence of applicants with correct skills	60	I
	15.1	Difficult attracting people with caring skills	↔	Easy attracting those with the right caring skills	60	I
	15.2	Difficult attracting people with problem solving skills	↔	Easy attracting those with the right problem solving skills	60	I
	15.3	Difficult attracting people with experience of caring	↔	Easy attracting those with experience of caring	60	I
	20.8	Applicants have to be able to manage vols/dynamic skill set	↔	Inability to manage vols	55	I
	3.4	Good skill match to role	↔	Poor or no skill match to role	50	H
	14.9	Attracting staff with good communication skills	↔	Applicants who have good communication skills	50	I
	18.5	Applying for the right job with the right skills is important	↔	Sometimes people apply for the wrong jobs	50	I
	18.6	Can be over qualified with wrong skill set	↔	Right skills set for role	50	I
	18.15	Recent years increase in business skills needed for tendering	↔	Without business skills difficult to achieve	50	I
	11.4	Transferable skills	↔	No experience	50	L
	22.1	Charities now need business skills	↔	No business skills required in the business sector	50	L
	12.5	Market flooded with skills	↔	Market skill gaps	45	I
	16.19	Failing to attract people with business skills to the sector	↔	Vital to attract people with business skills to the sector	45	L
	19..10	Charities now need business skills e.g. tendering	↔	Charities do not require business skills e.g. tendering skills	45	L
	24..10	Need to bring people in from other sectors with skills	↔	Skills req for VS CEO roles are not your traditional 'charity' skills	40	H
	12.6	Orgs need to offer training & development to address skill gaps	↔	No training and development opportunities available	40	I
	12.7	Applicants lack of understanding re skills required	↔	Understanding of skills required for role advertised	40	I
	21.3	Applicants have an absence of soft skills	↔	Applicants must have good soft skills	40	I
	21.4	Applicants have an absence of hard skills	↔	Applicants must have hard skills	40	I
	4.9	Capabilities to deal with public administration	↔	Inability to manage contractual bureaucracy	40	L
	5.3	Both people and admin skill fit	↔	Complete skill mismatch	35	H
	24.4	Looking to other sectors for certain skills	↔	Only recruiting from VS	35	I
	7.1	Ability to complete job application forms well	↔	Lack of skill in completing job application forms	35	L
	23.11	Attract and have highly qualified staff e.g. PhD	↔	People don't always have the right skills for a particular job	30	I
	3.9	No skills - something you are not good at	↔	Doing what you are good at - skill match	30	L
	8.12	Attracting staff with good IT skills	↔	Lots of applicants left school without IT skills	30	L
	3.5	Ability to interact with colleagues	↔	No interaction and lack of contact	25	L
	12.3	Commercial business skills	↔	Absence of commercial business skills	20	L
	1.7	Skill fit knowing ones role	↔	Skill deficit or uncertainty re knowing role requirements	0	L
	14.8	Lack of applicants who have admin skills	↔	Applicants who have admin skills	0	L



T&C / benefits (34, 10.5%) Average % Sim Score 47.50% H =9, I = 12, L = 13 H=26%, I=35%, L=38%	7.9	Offering good terms and conditions is important to applicants	↔	Poor terms and conditions uncompetitive with other sectors	85	H
	13.4	Benefits attract high quality staff	↔	Roles offering poor benefits are unattractive	85	H
	22.6	VS offers fantastic annual leave entitlements e.g. 25 to 30 days	↔	Poor levels of annual leave entitlement offered in VS	85	H
	7..10	Offering financial incentives attracts good staff	↔	Difficult to offer financial incentives - contracts don't cover costs	80	I
	2.2	Other benefits TOIL, flexi working, generous annual leave	↔	Lack of contract benefits apart from pay	65	H
	17.14	Attracting people because of benefits of role	↔	Benefits of role not important	65	H
	2.6	Tangible positive terms and conditions	↔	Psychological contract unwritten terms and conditions	60	H
	14.15	Offering good T&C really attracts good candidates	↔	Applicants who are not looking for good T&D	60	H
	2.4	Personal benefits of the role	↔	Corporate benefit only from role	55	H
	16.16	Offering extra benefits e.g. child care vouchers	↔	Only able to offer statutory benefits to applicants	55	H
	17.3	Offering T&D is important to applicants	↔	No opportunities for T&D	55	I
	17.22	T&D would attract people to the VS	↔	Contract funding has limited funds towards T&D	55	I
	2.3	Financial incentives as drivers	↔	Value match to org as driver	50	I
	12.15	Benefits have little significance to applicants	↔	Benefits have high significance to applicants	50	I
	12.16	Applicants have little expectation re benefits	↔	Applicants have high expectation re job benefits	50	I
	16.14	VS offers generous annual leave compared to other sectors	↔	VS offers poor leave entitlement	50	I
	10.13	Offering T&D	↔	No or limited training and development	45	L
	17.4	Benefits offered attract applicants	↔	Absence of benefits offered	45	L
	17.17	Low annual leave entitlement	↔	Annual leave in VS is good	45	L
	3.7	Additional benefits e.g. TOIL, annual leave	↔	Absence of benefits offered	40	I
	6.5	Good pension and terms and conditions	↔	Cuts in terms and conditions	40	I
	8.8	Mileage allowance is important to people	↔	Not paying mileage allowance to staff	40	L
	10.5	Offering continuing development	↔	No training and development opportunities offered	40	L
	17.18	Poor contribution towards staff pension by employer	↔	Percentage of contribution by employer to staff pension	40	L
	24.8	Not offering PRP linked to targets	↔	Considering PRP/bonus and the impact on some staff	35	I
	7.13	Good welfare support if sick is important	↔	Poor support for staff when sick	35	L
	16.11	T&C of vacant posts not competitive with other sectors vacancies	↔	T&C when advertising is competitive with other sectors	35	L
	1.1	Tangible rewards inc pay and benefits	↔	Antisocial hours in poor working environment	30	I
	1.8	Rewards linked to expectations	↔	Low or mismatch of rewards in relation to expectations	30	I
	3.2	Positive rewards both financial and personal	↔	Absence of rewards	30	L
	4.5	Tangible rewards such as benefits and pay	↔	Soft rewards e.g. flexibility and autonomy to make decision	30	L
	8.9	Sick pay allowance is important to staff	↔	Staff worry about sick pay entitlement	30	L
	21.9	Other benefits attract candidates e.g. working environment	↔	Salaries in VS don't compare with other sectors - lower	20	L
	14.4	Offering attractive benefits when recruiting	↔	Min benefits linked to zero hour contracts	0	L

Attraction (34, 10.5%) Average % Sim Score 62.94% H=18, I=12, L=4 H=53%, I=35%, L=12%	19.8	More difficult to recruit into more senior roles	↔	Easier to recruit into less senior roles which do not require skills	95	H
	12.8	Variety of tasks for some roles difficult to define	↔	Clearly defined roles	90	H
	13.8	Clear expectations of the role when recruiting is important	↔	Lack of clarity of the role is an issue	90	H
	19.7	Recruitment is through local press and website and is effective	↔	Agencies too expensive so not used	90	H
	7.5	Positive advertising helps attract good applicants	↔	Poor advertising and having to re-run recruitment campaigns	85	H
	15.6	Having to run repeated recruitment campaigns for a director post	↔	Able to appoint first time around from a campaign	85	H
	15.7	High costs of recruitment advertising	↔	Low advertising costs	85	H
	10.9	Good job descriptions and well defined roles	↔	Ambiguity of role/s	80	H
	13.7	Staff centric organisations attract staff	↔	Little management support is unattractive to potential candidates	80	H
	14.11	Applicants expectations too high	↔	Applicants with low expectations	75	H
	14.13	Applicants who have unrealistic expectations re hours	↔	Ability to guarantee min number of hours for certain roles	75	H
	15.4	Attracting people new to the sector from other sectors	↔	Difficult attracting people from other sectors	75	H
	20.4	Attracting people from other sectors e.g. social workers	↔	Failing to attract from other sectors	75	H
	7.2	Flexibility in the application process for those with literacy difficulties	↔	Rigid process discounts people without written skills	75	I
	22.2	Project budget dictates funding available for recruitment	↔	Need additional funding above project budget to advertise successfully	75	I
	16.5	Ability to attract social workers as they understand the sector	↔	Inability to attract social workers	70	H
	18.7	Lack of awareness re the requirements of the role	↔	Clearly defined roles important when recruiting	65	H
	19.6	All vacancies are offered internally for a 2 week period first	↔	Vacancies going straight to external recruitment	65	I
	12.12	Clarity of terms & conditions in contract	↔	Lack of clarity re terms & conditions of contract	60	I
	15.15	Applicants not aware of the role requirements	↔	Applicants understand role fully	60	I
	17..10	VS structure is ambiguous	↔	Applicants clear about VS structure	55	I
	23.2	Cost of advertising limits where jobs can be advertised	↔	Advertise on website and by word of mouth	50	H
	23.9	Sometimes not possible to recruit first time	↔	Able to appoint first time	50	H
	8..10	A company having up to date software and technology	↔	Companies with old systems and technology	50	I
	7.6	The organisation advertising its own vacancies	↔	Having to use external parties including agencies	50	L
	15.21	Difficult to attract and recruit into pilot projects as short term	↔	Able to offer permanent contracts	50	L
	20.9	Effective communication so applicants understand the org	↔	Poor ineffective communications	50	L
	8.14	Effective IT systems	↔	Labour intensive IT systems which impede service growth	45	I
	14..10	Roles which attract staff to care for the elderly attractive	↔	Roles which require back office support for services	40	I
	1.9	Clarity of message from employer re task	↔	Ambiguity over task/role	35	H
	14.7	Attracting staff from urban areas	↔	Attracting staff who live in rural areas	35	I
	21.2	When recruiting looking for people that go that extra mile	↔	Mismatch of values between applicant and org	35	I
	23.3	Traditionally older people were attracted to VS	↔	Younger people are becoming more attracted to VS	30	I
	23.5	Low numbers of applicants when advertise now e.g. 8 or lower	↔	High volume of applicants 6 years ago and longer e.g. up to 300	15	L

Culture (26, 8.02%) Average % Sim Score 50.58% H = 10, I = 7, L = 9 H=38%, I=27%, L=35%	9.4	Contract culture now too much competition	↔	Funding used to come in anyway	95	H
	12.9	Applicant needs to have a flexible attitude	↔	Rigid attitude to work role and inflexible	90	H
	3.3	Negative influence of culture on employees	↔	Positive culture and impact on employees	85	H
	11.8	Behaviour fit to the organisation	↔	No people skills	75	I
	20.7	Staff centric organisations	↔	Lack of staff engagement	70	H
	18.1	Important applicants understand the culture	↔	Lack of awareness re culture	65	H
	18.2	Important that applicants 'fit' the organisation	↔	Might be good but won't fit in	65	H
	18.3	Org fit more important than having the right skills	↔	Skills can be taught if applicant has capability to learn	65	H
	10.2	Low turnover of staff	↔	High attrition rates	65	I
	10..10	Positive culture and job fit	↔	Negative behaviour causing problems	65	I
	11.12	Culture of individual with good job fit	↔	Someone who just wants the benefits	55	L
	24.5	Having staff who are not commercially driven	↔	Needing to recruit /target focussed staff	50	H
	12.21	Cut throat cultures in other sectors	↔	VS has a more supportive culture	50	I
	20.6	Empowering culture within the organisation	↔	Disempowering culture	50	L
	24.1	Staff need to be flexible and innovative	↔	Lack of flexibility and innovation	45	H
	6.6	Lack of aligned values with shift in culture	↔	Applicants driven to apply because of personal values	45	I
	8.3	Mission committed staff	↔	Working for an uncaring organisation	45	I
	10.12	Positive individual culture	↔	Individual resistant cultures	40	L
	5.2	Ruthless working environment - everyone for themselves	↔	Caring org culture	35	H
	2.9	Positive org culture	↔	Poor org culture	35	L
	5.5	Team player	↔	Individualistic rather than team player	30	I
	12.17	Sector has a high levels of donated labour	↔	Lack of discretionary effort	25	L
	18.12	Culture of org and r'ship with employer important	↔	Poor relationship with employer	25	L
	21.1	Culture of org and job fit very important to applicants	↔	No organisational fit	20	L
	24.9	VS bad at performance management	↔	VS good at performance management	15	L
	13..10	Issues arising when staff are TUPE'd as cultures can vary	↔	No cultural impact as a result of being TUPE'd	10	L
Motivation to apply (24, 7.41%) Average % Sim Score 54% H=8, I=10, L=6 H= 33%, 42%, 25%	6.1	People just need to work - type of work not important	↔	Consciously selecting work type and sector	80	H
	14.14	Some people don't want job - just apply to meet job centre req	↔	Applicants who really want to work in the sector	75	H
	9.11	People want to work in VS to give something back	↔	People attracted to VS dont want bureaucracy	75	L
	17.7	Lots of people are looking to work in the VS	↔	No one wanting to work in the VS	70	H
	11.6	Easy application process	↔	Rigid application process	70	I
	18..10	Flexibility & job satisfaction off set salary limitations	↔	Inflexible role with poor benefits	65	H
	12.13	Applicants who apply who do want the job	↔	Some applicants applying for job just to keep benefits	65	I
	17.12	Some applicants think roles within VS more worthwhile	↔	Applicants who just apply for a job	60	H
	17.19	Flexibility to make decisions attracts people	↔	No flexibility to make decisions	60	H
	17.21	Autonomy is important part of working in VS	↔	No autonomy	60	H
	20..10	Ask applicants about their agenda for applying to the VS	↔	Mission detached applicants	60	H
	6.7	Applicants driven by extrinsic rewards only	↔	Expectation of donated labour/stretching peoples commitment	60	I
	12.24	Staff involvement in decision making important	↔	Autocratic decision making orgs	60	I
	8.4	Working for a company with a positive image is important	↔	Working for a company with a poor image	55	I
	12.19	Applicants want employment close to home	↔	Having to commute long distances	55	I
	11.11	Attractive job offers	↔	Just a job - nothing particularly attractive	55	L
	10.11	Involvement in decision making	↔	Autocratic environment	50	I
	12...20	Applicants look to the sector as they want less internal politics	↔	Sector with high levels of internal politics	50	I
	15.16	Applicants apply to VS as they think it is an easy option	↔	Applicants once appointed realise VS not an easy option	40	L
	14.6	Roles which do not require transport (urban)	↔	Roles which require staff to have their own transport	35	I
	6.11	Driver for joining the sector was no bureaucracy	↔	Bureaucracy increasing with accountability	30	L
	5.6	Purposeful mission	↔	Just a job - no job satisfaction	25	I
	12.4	Involved in decision making	↔	No involvement in decision making	20	L
	1.3	Having control and autonomy over own work	↔	Lack of control over own working pattern	10	L

Brand awareness (23, 7.11%) Average % Sim Score 54.35% H=10, I=7, L=6 H=43%, I=30%, L=26%	7.8	Clear understanding of the third sector and the charity sector	↔	Perception that the sector only requires soft skills not business skills	85	H
	12..10	Commercial sector not aware of skills required in VS	↔	Commercial sector aware of skill set within VS	85	H
	12.11	General lack of awareness re brand e.g. VS etc	↔	Other (non-VS) no brand ambiguity	85	H
	7.3	Knowing about the organisation and its ethos	↔	Lack of awareness of the organisation applying to	80	I
	16.3	Brand awareness is important	↔	Lack of brand awareness	65	H
	17.11	Some applicants think the VS is a soft touch/easy place to work	↔	Perception that VS is not business like	65	H
	11..10	Positive brand attraction	↔	Brand fails to attract suitable applicants	65	I
	17.9	Non-VS staff don't really understand the brand	↔	Awareness of VS brand	60	H
	17..20	VS is seen as more flexible place to work	↔	VS inflexible place to work	60	H
	22.12	Lack of brand awareness	↔	Brand clarity	60	L
	4.4	Confusion re brand - charities only need soft skills	↔	Clear brand awareness	55	H
	20.2	Commissioners perspectives are starting to change esp. health	↔	Stereotypical view of VS - think we don't have standards	55	I
	20.3	Brand attracts people as does word of mouth	↔	Brand fails to attract people	55	I
	24.6	Understanding the sector and knowledge of what the sector does	↔	People think the VS is a 'soft landing' due to lack of insight	50	H
	16.2	Applicants think VS is a soft option for work	↔	Applicants misunderstand VS expectations	50	I
	17.8	VS now has a better brand than banking	↔	VS has a poor brand	50	L
	5.9	Insignificant or confusing brand	↔	Brand awareness	40	H
	23..10	Applicants really don't understand the sector 'not sexy enough'	↔	Brand awareness	40	I
	18.8	Applicants fully aware of role requirements and organisation	↔	Applicants fail to research the jobs when applying	35	L
	24.2	People understanding the sector	↔	Perception of VS as laid back and less performance focused	30	I
	21.12	Perception VS staff not paid they are well meaning amateurs	↔	Staff in VS are business people on career paths	30	L
	6.2	Brand insignificant to applicants looking for work	↔	Meaningful brand important when applying for work	25	L
	24.7	People saying they want a career in the Third Sector	↔	People don't traditionally say 'I want a career in the Third Sector'	25	L
Job security (21, 6.48%) Average % Sim Score 58.33% H=6, I=8, L=7 H=29%, I=38%, L=33%	9.3	Short-term fixed contracts	↔	Staff unhappy with short term contracts	90	H
	9.5	Losing staff with good skills to other sectors	↔	Retaining brilliant staff with commercial skills	90	H
	9.7	Contracts being awarded to new providers rather than existing	↔	Opportunities to tender for new business	90	H
	11.5	Stable and regular work	↔	No guarantees that work will be available	90	H
	22.3	Limited term contracts are unattractive	↔	Applicants attracted to limited term contracts	90	H
	9.2	Projects too short-term (contract)	↔	Lack of job security	85	I
	9.1	Good length of contract	↔	Contracts offering less than 12 months work	80	I
	22.11	When staff on FTC they start looking for other jobs	↔	Staff on fixed-term contracts not attracted to other jobs	75	I
	19.3	Permanent roles are attractive as they offer stability	↔	Temporary role unattractive as lack of stability	70	I
	12.14	Staff used to no longer having a job for life	↔	Staff want job security	60	I
	19.4	Job security is very important to applicants	↔	Job insecurity will result in people looking for other jobs	55	L
	4.6	Reasonable length of contract e.g. more than 2 years	↔	Short term fixed contracts unattractive to skilled staff	50	I
	15.22	People leaving as they need secure employment	↔	People stay as they have permanent contracts	50	L
	21.8	Applicants prefer permanent contracts	↔	Only offering temporary work	45	H
	17.1	Permanent contracts important to people	↔	Duration of the contract is unimportant	45	L
	3.6	Reliable permanent hours offered	↔	Little security with unsociable hours	40	I
	23.1	More FTC over last 6 years	↔	No increase in FTC positions	40	I
	4.2	Job security able to stay with org for longer	↔	Dead end job with no job security	40	L
	10.8	Succession planning	↔	Staff precious re work shadowing	35	L
	23.8	Staff do not leave before their contract ends	↔	Staff look for other jobs - don't wait to be made redundant	5	L
	14.2	Ability to offer permanent hours	↔	Lack of guaranteed hours unattractive if zero hr contract	0	L

Values (19.5.86%) Average % Sim Score 48.95% H=11, I=4, L=4 H=58%, I=21%, L=21%	8.5	Being recognised and valued at work - not always about money	↔	Always about money	75	H
	16.1	People make conscious choice to work for VS as values matched	↔	Applicants values not aligned to org applying to	75	H
	20.5	Incoming staff feel they are part of the bigger picture	↔	Staff unaware of the bigger picture	75	H
	7.11	Intrinsic rewards and support from employer	↔	Lack of recognition or rewards	75	I
	18.14	Important when job fits with personal values	↔	No value match with role	65	H
	17.5	Personal satisfaction and job match important	↔	No job satisfaction	60	H
	17.16	Feeling valued at work off sets salary limitations	↔	Not feeling valued at work	60	H
	4.8	It's just a job - no personal attachment to org	↔	Personal values aligned to org	55	H
	2.5	Personal values match to org	↔	No match to org values	50	I
	4.1	Meeting intrinsic expectations	↔	Meeting extrinsic expectations with competitive pay and rewards	50	I
	2.7	Individual rewards	↔	Org benefits only	45	L
	1.2	Not having hard work recognised by employer	↔	Being a valued employee at work	35	H
	1.4	Values detached from those of the organisation	↔	Personal values aligned to those of the organisation	35	H
	1.5	Unfair and disproportionate rewards	↔	Treating people fairly e.g. equity theory	35	H
	1.6	Alienated from org due to values	↔	Emotionally attached to org values	35	H
	21.7	Not feeling valued at work	↔	Applicants looking for a role in which they will be valued	35	I
	2.8	Positive relationship with employer	↔	Invisible within org	35	L
	6.3	Mission detached	↔	Applicants altruistic in motivation	30	L
	5.4	Not feeling part of the org	↔	Positive relationship with employer	5	L
Tendering (18.5.55%) Average % Sim Score 50.28% H=5, I=6, L7 H=28%, I=33%, L=39%	6.13	Management costs increasing as accountability increases	↔	Contracts don't cover all the indirect costs	90	H
	9.6	Contracts and tenders based on criteria difficult to meet or contest	↔	Contract opportunities	90	H
	9.13	Commissioners wanting a change in service provider is the driver	↔	Re-tendering opportunities	90	H
	9.12	Unfair inequitable process - its about who can fill in the form best	↔	Competitive tendering	80	I
	9.8	Contractual tendering too bureaucratic	↔	Contractual processes with set criteria and accountability	75	L
	16.6	Local authorities are tendering all contracts	↔	Local authorities prefer to leave contracts as they are	55	H
	16.8	Tendering is complicated and affects relationships at work	↔	No impact on relationships when contracts being tendered	55	H
	20.1	Commissioners lack of understanding re VS e.g. tenders/p'ships	↔	Commissioners have complete understanding of VS	55	I
	16.7	Staff anxiety when local authorities tender contracts	↔	Staff unaffected by tendering of contracts	50	I
	17.6	Decisions are slow so people leave for other jobs	↔	Slow contract decisions by commissioners	50	I
	15..20	Tendering creates probs attracting staff as contracts short term	↔	Able to offer longer term contracts to staff	50	L
	16..10	TUPE complicates re tiers of T&C	↔	TUPE is not an issue	45	L
	23.6	Percentage of work being put out to tender causes anxiety	↔	No impact on staff when work put out to tender	40	I
	24.3	VS self sufficient financially	↔	Reliance on statutory sector for very high percentage of income	35	I
	5.7	Precarious tenure re contract	↔	Feeling you have a secure contract	15	L
	13.11	Cultural issues arising from TUPE can increase attrition rates	↔	No impact in attrition following TUPE	10	L
	16.9	Orgs who win contracts may have different core businesses	↔	Contracts being awarded to orgs with same core business	10	L
	23.7	Tendering impacting on salaries being offered	↔	Tendering no impact on salaries	10	L

<b>Progression (18, 5.55%)</b> Average % Sim Score 55% H=4, I=11, L=3 H=22%, I=61%, L=17%	10.14	Organisation with defined structure	↔	No structure	80	H
	22.8	Limited progression opportunities as org has flat structure	↔	Progression opportunities in other sectors	75	I
	21..10	Progression - looking for people who want to develop skills	↔	People attracted not wanting to develop skills	70	H
	8.11	Company who cultures progression and career development	↔	Company without development opportunities	65	H
	17.23	Progression harder in VS due to time/£ limitations	↔	Ability to offer progression opportunities	65	H
	10.3	Offering apprenticeships	↔	Lack of opportunities in the sector for young people	65	I
	19.5	Progression opportunities are important	↔	Absence of progression opportunities is unattractive to applicants	65	I
	10.6	Progression opportunities	↔	No place to go	60	I
	18.4	Attracted to a progression culture	↔	No progression opportunities	60	I
	22.9	T&D can be restricted due to funding	↔	T&D available and not linked to project budgets	60	L
	14.16	Progression very important to applicants	↔	Lack of expectation re applicants who want to progress in their work	50	I
	16.17	Investing in T&D attracts people who want to progress	↔	No T&D opportunities to help staff progress	50	I
	16.18	Offering study leave to applicants	↔	Not offering study leave	50	I
	4.3	Opportunities to progress within org	↔	No opportunities to progress staff within org	45	I
	11.1	Progression opportunities	↔	Absence of progression opportunities	45	L
	13.9	Offering good mentoring for new recruits is important	↔	Lack of quality management support is unattractive to recruits	40	I
	23.12	Limited progression opportunities	↔	Progression opportunities available	30	I
	12.2	Lack of progression opportunities	↔	Progression opportunities	15	L
<b>Salary (15, 4.63%)</b> Average % Sim Score 55.67% H=8, I=3, L=4 H=53%, I=20%, L=27%	15.8	Salary gaps in the market	↔	No salary gaps in the market	100	H
	13.6	Offering roles with competitive pay helps attract good candidates	↔	Uncompetitive pay does not attract good candidates	85	H
	22.5	VS salaries not aligned to the other sectors	↔	Salaries aligned to the market	85	H
	14.12	Applicants who expect high unrealistic salaries	↔	Low salary expectations	75	H
	15.17	Attrition levels increase with lower level posts	↔	Attrition levels decrease at higher level posts	70	I
	15.18	Lower salary equals higher attrition rates	↔	Higher salary lower attrition rates	70	I
	18.9	Not able to offer huge salaries in VS	↔	Ability to offer competitive salaries	65	H
	3.1	Higher salaries	↔	Lower salaries	55	H
	17.15	Salary not important to applicants	↔	Salary is important to applicants	50	L
	23.4	VS offers lower salaries	↔	Other sectors offer higher salaries	45	H
	5.8	Competitive salary	↔	Lack of acceptable financial rewards	40	H
	6.4	Inflationary increases in salary most important	↔	Feeling valued and thanked by employer	40	I
	10.15	Competitive pay	↔	uncompetitive pay	30	L
	14.3	Only offering 10p per hour over min wage	↔	Offering competitive salary	15	L
	12.1	Enabling salary (have to be able to afford to live)	↔	Inadequate salary to cover living costs	10	L
<b>Work life balance (13, 4.01%)</b> Average % Sim Score 57.69% H=6, I=7, L=0 H=46%, I=54%, L=0%	7.12	Good work life balance important to people	↔	Too much pressure at work	95	H
	13.2	People not attracted to jobs requiring unsociable working hours	↔	People are attracted to roles with a good work life balance	85	H
	18.13	Important to offer good work life balance	↔	Poor work life balance	70	H
	19.2	Work life balance is very important for applicants to VS	↔	Poor work life balance opportunities	65	I
	4.7	Rigid work patterns with poor work life balance	↔	Low stress working environment	60	H
	8.2	Flexible working times	↔	Rigid working patterns	60	H
	10.7	Positive work life balance	↔	Too much work pressure	55	I
	12.18	Applicants look to the sector for a positive work life balance	↔	Work too many hours with poor work life balance	55	I
	16.15	Offering good work life balance	↔	Poor work life balance	50	I
	21.6	Applicants attracted to roles with good work life balance	↔	Role offers poor work life balance	45	H
	8.1	Inflexible working hours	↔	Good work life balance is important	45	I
	6.8	Good work life balance is important	↔	Working too many hours for little or no pay	40	I
	5.1	Work life balance positive	↔	Burnout - expectations to work overtime for no reward	25	I

Flexibility (11, 3.4%) Average % Sim Score 62.27% H=5, I=5, L=1 H=45.5%, I=45.5%, L=9%	7.4	Flexibility of contracts is important to meet all needs	↔	Fixed-terms or fixed-hour contracts unattractive	85	H
	11.2	Offering different types of contracts	↔	No variation in contracts available	80	H
	13.5	Offering flexitime impractical	↔	Flexitime works as a benefit for back office staff e.g. HR, finance etc	85	H
	21.5	Flexibility of contracts is important to attract applicants	↔	Rigid contracts without flexibility	45	H
	22.7	Flexible working which attracts people	↔	VS has rigid working with little flexibility	85	H
	2.1	Financial rewards e.g. pay/salary	↔	Flexibility of contract benefits other than pay	50	I
	3.8	Inflexible employer	↔	Flexibility towards employee	40	I
	16.13	Offering flexibility re hours and type of contract	↔	Inflexible and rigid hours offered	50	I
	17.2	Flexibility of contract is important	↔	Rigid contracts	55	I
	19.1	Flexibility of contract being offered is vital	↔	Inflexible contracts difficult for people with caring responsibilities	70	I
	15.19	Flexi hours attract applicants	↔	Not possible to offer flexi time with all roles	40	L
Zero hour contracts (7, 2.16%) Average % Sim Score 61.43% H=3, I=3, L=1 H=43%, I=43%, L=14%	22.4	Zero hours difficult to attract people on benefits as need + 16hrs	↔	Easy to attract people on benefit to zero hour contracts	90	H
	13.1	People with good skills won't apply for zero hour contracts	↔	People with good skills are attracted to permanent contracts	85	H
	13.3	Zero hour contracts unpopular staff don't qualify for benefits	↔	Staff are attracted to positions which offer benefits	85	H
	16.12	Offering guaranteed number of min hours in zero hr contract	↔	Inability to offer a min number of hours for zero hour contract staff	50	I
	18.11	Couldn't run services without zero hour contracts	↔	No zero hour contracts	50	I
	14.5	Difficult to rely on staff on zero hour contracts	↔	Permanent contracts means staff are more reliable	40	I
	14.1	Zero hours if less than 16 mean workers don't receive pay	↔	Staff on zero hours need more than 16 hours to benefit from working	30	L
Graduates (6, 1.85%) Average % Sim Score 62.50% H=2, I=2, L=2 H=33.3%, I=33.3%, L=33.3%	9..10	Attracting graduates to the sector	↔	Lack of awareness re career paths in charity sector	85	I
	12.22	Brand doesn't attract graduates - they don't understand VS	↔	Clear brand awareness of sector	80	H
	12.23	Few graduates apply to the sector	↔	High numbers of graduate applicants	80	H
	22..10	Don't tend to attract graduates	↔	Attract graduates	75	I
	16.4	Graduates don't recognise VS as an option for a career	↔	Graduates recognise VS as an option for a career	35	L
	21.11	No graduates tend to apply - brand doesn't appear to attract them	↔	Graduates apply to VS for jobs	20	L

## Appendix H Stage 2 Questionnaire

### Factors affecting the attraction of employees into the voluntary sector as a result of the 'contract culture'

The following questionnaire forms part of the fieldwork being carried out for a research degree with the Edinburgh Business School, Heriot-Watt University.

The categories and questions in this questionnaire have been derived following interviews with eight different brand partners across the UK.

Your responses should consider strategic as well as operational issues.

The answer boxes will expand to accommodate the size of your response – there are no word count restrictions for any of the answer sections.

There are just 20 questions– please ensure you respond to each question.

**All names and organisational information will be anonymised**

<b>Name:</b>	<i>Optional</i>
<b>Organisation:</b>	<i>Optional</i>
<b>Area covered:</b> <i>e.g. countywide, borough, district, town or other (if other please state type)</i>	<i>Please state geographical area covered</i>
<b>Turnover (£):</b>	£

Key:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
	SA	A	N	D	SD



	Category	Question	Place and 'X' in either SA, A, N, D or SD				
1	Skills	There is no difficulty recruiting into roles which require tendering skills	SA	A	N	D	SD
If you selected D or SD state what needs to happen to improve the situation:			Answer:				

	Category	Question	Place and 'X' in either SA, A, N, D or SD				
2	Skills	There is no difficulty recruiting into roles into which require business skills	SA	A	N	D	SD
If you selected D or SD state what needs to happen to improve the situation:			Answer:				

	Category	Question	Place and 'X' in either SA, A, N, D or SD				
3	Terms and conditions/ Benefits	The terms and conditions for paid staff in the voluntary sector are competitive with those offered by the private and public sector	SA	A	N	D	SD
If you selected D or SD state what needs to happen to improve the situation:			Answer:				

	Category	Question	Place and 'X' in either SA, A, N, D or SD				
4	Terms and conditions/ Benefits	Offering good terms and conditions attracts high calibre applicants	SA	A	N	D	SD
If you selected D or SD state what needs to happen to attract high calibre applicants:			Answer:				

	Category	Question	Place and 'X' in either SA, A, N, D or SD				
5	Attraction	It is easy to recruit into management or executive roles in the voluntary sector	SA	A	N	D	SD
If you selected D or SD state what needs to happen to improve the situation:			Answer:				

	Category	Question	Place and 'X' in either SA, A, N, D or SD				
6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	SA	A	N	D	SD
If you selected D or SD state why agencies are not used to recruit paid staff:			Answer:				

	Category	Question	Place and 'X' in either SA, A, N, D or SD				
7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	SA	A	N	D	SD
If you selected D or SD state what needs to happen to improve the situation:			Answer:				

	Category	Question	Place and 'X' in either SA, A, N, D or SD				
8	Culture	Organisational fit is unimportant when recruiting paid staff	SA	A	N	D	SD
If you selected D or SD state what needs to happen to improve the situation:			Answer:				

	Category	Question	Place and 'X' in either SA, A, N, D or SD				
9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	SA	A	N	D	SD
If you selected D or SD state why the type of work is important:			Answer:				

	Category	Question	Place and 'X' in either SA, A, N, D or SD				
10	Motivation to apply	Lots of people are looking specifically for paid work in the voluntary sector	SA	A	N	D	SD
If you selected D or SD state why people are not looking for paid work in the voluntary sector:			Answer:				

	Category	Question	Place and 'X' in either SA, A, N, D or SD				
11	Brand awareness	Applicants assume the voluntary sector will be an easy place to work	SA	A	N	D	SD
If you selected SA or A state why applicants think the voluntary sector is an easy place to work:			Answer:				

	Category	Question	Place and 'X' in either SA, A, N, D or SD				
12	Job security	Recruiting staff into roles with short-term contracts is easy	SA	A	N	D	SD
If you selected D or SD state why it is difficult to recruit into roles which offer short-term contracts:			Answer:				

	Category	Question	Place and 'X' in either SA, A, N, D or SD				
13	Values	Applicants attracted to the voluntary sector value a higher salary as being more important than feeling valued at work	SA	A	N	D	SD
If you selected D or SD state what factors applicants see as being more important than salary:			Answer:				

	Category	Question	Place and 'X' in either SA, A, N, D or SD				
14	Tendering	Management costs are increasing due to the 'contract culture' and increased accountability	SA	A	N	D	SD
If you selected SA or A state what needs to happen to reduce management costs:			Answer:				

	Category	Question	Place and 'X' in either SA, A, N, D or SD				
15	Progression	The voluntary sector is able to offer career and development opportunities	SA	A	N	D	SD
If you selected D or SD state what needs to happen to improve the situation:			Answer:				

	Category	Question	Place and 'X' in either SA, A, N, D or SD				
16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	SA	A	N	D	SD
If you selected D or SD state what needs to happen to improve the situation:			Answer:				

	Category	Question	Place and 'X' in either SA, A, N, D or SD				
17	Work life balance	Applicants are attracted to the voluntary sector because they feel it will offer a good work life balance	SA	A	N	D	SD
If you selected SA or A state why applicants associate good work life balance with the voluntary sector:			Answer:				

	Category	Question	Place and 'X' in either SA, A, N, D or SD				
18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	SA	A	N	D	SD
If you selected SA or A state why flexibility attracts applicants to the voluntary sector:			Answer:				

	Category	Question	Place and 'X' in either SA, A, N, D or SD				
19	Zero hour contracts	It is easy to attract/ retain staff in the voluntary sector on zero hour contracts	SA	A	N	D	SD
If you selected D or SD state what needs to happen to improve the situation:			Answer:				

	Category	Question	Place and 'X' in either SA, A, N, D or SD				
20	Graduates	The voluntary sector attracts graduates who are looking for career opportunities	SA	A	N	D	SD
If you selected D or SD state what needs to happen to attract graduates to the sector:			Answer:				

### Appendix I: Questionnaire qualitative responses

Code	Question Number	Category	Statement:	Response
C002	1	Skills	There is no difficulty recruiting into roles which require tendering skills	Few people have tendering skills – a new area of work for many experienced third sector managers. Even those who are competent at drafting grant funding applications and who have previously negotiated contracts are finding this a different world. Also as local authorities seem equally in the dark it is difficult to see how the situation will improve in the short term.
C004	1	Skills	There is no difficulty recruiting into roles which require tendering skills	I am not aware of a difficulty in recruiting but realise that tendering requires a range of skills that may not be readily available in people looking for work
C007	1	Skills	There is no difficulty recruiting into roles which require tendering skills	<i>We employ consultants to write tenders, they are from a vol sector background, as a SME we are not big enough to have a dedicated employee, it's not cost effective</i>
D005	1	Skills	There is no difficulty recruiting into roles which require tendering skills	Need more skilled people within the voluntary sector.
D006	1	Skills	There is no difficulty recruiting into roles which require tendering skills	I struggle with this locally. Contracts for the voluntary sector need to pay enough to pay competitive wages in the SE (where people can commute to London easily for higher pay)
I001	1	Skills	There is no difficulty recruiting into roles which require tendering skills	<i>Many people do not have the necessary tendering skills or knowledge needed within this sector. To recruit people with the necessary skills isn't easy as many would not consider working in the VCS, mainly due to salary scales.</i>
D007	1	Skills	There is no difficulty recruiting into roles which require tendering skills	Not sure what the answer is, there is a lot of outward migration of younger workforce.
T003	1	Skills	There is no difficulty recruiting into roles which require tendering	We have not attempted recruiting for this in the last few years.

			skills	
C014	1	Skills	There is no difficulty recruiting into roles which require tendering skills	Professional staffs that have this experience would be likely to apply to work for an organisation/company that has the funds to reward commensurate to their skill. This is also a role that may be attractive to staff working on a consultancy basis making this role within the third sector a difficult role to recruit, therefore increasing the salary and other benefit entitlements. Training for staff without the necessary skills would enable the organisation to recruit at a lower level with a lower salary.
C015	1	Skills	There is no difficulty recruiting into roles which require tendering skills	<i>It should be easier access to education and training. This would mean building specific tendering training into business courses/degrees</i>
D009	1	Skills	There is no difficulty recruiting into roles which require tendering skills	<i>After years of capacity building for tendering the theory is often there but little in the way of actual practice. The presence of Trustees with experience and a willingness to gain experience helps – as more tenders arrive I think the tide is turning. I don't feel the voluntary sector needs to attract people from entirely different work cultures unless they really understand the charitable and voluntary sectors.</i>
C017	1	Skills	There is no difficulty recruiting into roles which require tendering skills	Not recently recruited for these skills but it has taken significant training and up skilling to develop specific skills in organisation
B007	1	Skills	There is no difficulty recruiting into roles which require tendering skills	<i>Have not tried as we are learning in house due to financial constraints</i>
I006	1	Skills	There is no difficulty recruiting into roles which require tendering skills	It is difficult to get tendering expertise in the charity sector/ and the commercial sector/ public sector don't always understand the nuances of charities, specific training for charity staff, or teams that support charities to tender
<b>Code</b>	<b>Question Number</b>	<b>Category</b>	<b>Statement:</b>	<b>Response</b>
B001	2	Skills	There is no difficulty recruiting into roles into which require	<i>The difficulty is not with the finding of people, because they are around – the difficulty is more around getting the right person and making sure the</i>



			business skills	<i>recruitment process delivers the right candidate.</i>
C002	2	Skills	There is no difficulty recruiting into roles into which require business skills	<i>Traditionally many people who go into the caring professions have done so partly because they perceive these not to need conventional business skills – which can be viewed negatively as competitive and commercial – third sector managers are often ‘home grown’ which adds to the problem. I think universities fail to suggest third sector opportunities to people on business courses too. Business skills need not be seen as an opposite set of abilities to those needed in the third sector – the mind-set needs to be altered.</i>
C004	2	Skills	There is no difficulty recruiting into roles into which require business skills	<i>Updating or training for people who are out of work so that they are in a better position skill wise to apply for roles that require business skills.</i>
C007	2	Skills	There is no difficulty recruiting into roles into which require business skills	<i>There is a manpower shortage of people in their 40s is my observation. So the rest of us have to stay on!</i>
D005	2	Skills	There is no difficulty recruiting into roles into which require business skills	<i>Again the voluntary sector has not been good at developing individuals with business skills.</i>
T003	2	Skills	There is no difficulty recruiting into roles into which require business skills	The main problem is a lack of funding to attract people with the skills.
I004	2	Skills	There is no difficulty recruiting into roles into which require business skills	This can be hit and miss but have recently been more fortunate
B004	2	Skills	There is no difficulty recruiting into roles into which require business skills	A greater awareness of charities within a business context need to proliferate the sector to attract these commercial skills
C014	2	Skills	There is no difficulty recruiting into roles into which require business skills	To increase salary (including performance related pay increases) and make benefits more attractive to entice staff

C015	2	Skills	There is no difficulty recruiting into roles into which require business skills	<i>Recruitment processes could be improved to make these roles more attractive to applicants with business skills to encourage them to consider working in the voluntary sector. However salaries need to reflect that these people do have valuable skills.</i>
D009	2	Skills	There is no difficulty recruiting into roles into which require business skills	I've had mixed experience. Often the difficulty is with the interviewing panel who find identifying business skills difficult and accepting someone with a different work background.
C017	2	Skills	There is no difficulty recruiting into roles into which require business skills	More business skills training and development within Voluntary sector organisations
C019	2	Skills	There is no difficulty recruiting into roles into which require business skills	<i>Job Adverts need to show that business skills are urgently required. Existing staff should be trained in this skill</i>
C021	2	Skills	There is no difficulty recruiting into roles into which require business skills	We need to find a way to attract people with business skills and experience which is hard on our rates of pay.
Code	Question Number	Category	Statement:	Response
B001	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	Even following the unemployment and pay stagnation of recent years, <i>voluntary sector pay is not competitive with the private or public sector.</i> Terms and conditions may be equal to them or more favourable, but pay will probably be the key deciding factor here
T001	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	The situation varies from organisation to organisation and requires a regular review, market comparison and briefing of trustees/directors
C002	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	<i>They may not be as highly paid as the best paid alternative employers but I also think they are not as poorly paid as the worst.</i> Typically demands are less and what extra is given by staff is given willingly rather than demanded. The situation outside London and the Home Counties is rather different – where there are fewer options the third sector is more positively viewed I think. The sector needs to project the opportunities it offers to a

				wider audience – particularly students and young people – I think it has traditionally been staffed by women, often those seeking part time hours to fit round child care and is not seen as a ‘real job’ by those not ‘in the know’. And advertising short term posts may be a disincentive to those seeking a career....
C003	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	<i>Voluntary organisations need to generate revenue in order to make them sustainable and enable them to offer better security, salaries and job prospects in order to compete with the private and public sector.</i>
C004	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	<i>More funding needs to be available to match conditions offered by the private and public sector.</i>
B003	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	We have to provide other benefits to offset comparative T&Cs and select carefully.
D003	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	This is an area of high deprivation and we have difficulty in obtaining sufficient Core Funding to enable us to do so. A policy of charging throughout the organisation at a rate to cover these costs.
C005	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	Additional financial resources – the sector is heavily dependent on people having a social conscience that drives them in our direction
C006	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	Funding has always precluded this. Perhaps the public sector need to reduce salaries and benefits?
C007	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	<i>We cannot match statutory sector which whilst always £10k minimum ahead but is now £15k to £20k ahead in the last 5 years</i>
D006	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	The answer to this varies hugely depending on whether one looks at national/local/small/large and other variants. Some national charities offer highly competitive salaries and T&Cs. At a local level grants/contracts need to allow for competitive salaries and benefits. Brand partners need to <i>develop other forms of income so that competitive salaries can be offered</i>

				and paid for (some do this already)
I001	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	Although I think salary scales have increased it is still difficult to pay what might be required to attract the right candidate with the right skills.
I002	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	<i>Tenders for contracts need to be priced to ensure we can pay the living wage and become an employer of choice especially for care workers</i>
C008	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	Redress balance
I003	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	We don't seek to match wages at more senior levels, but care work cannot match public sector at current contract rates
D007	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	Limited resources cannot afford to pay high enough salaries, combined with ever increasing workload roles are squeezed
C009	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	Generally they are less than the other sectors. This is due to constraints for voluntary sector from less than full cost recovery funding.
T002	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	My perception is they are the basic offer and often that is because of budget constraints – more longer term planning is needed to “offer” better benefits...
T003	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	Enough funding to pay for the “perks”, a willingness at board level to consider writing extra benefits into staff T&C
I004	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	Annual leave etc. is competitive but salaries are not, certainly for senior managers

C011	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	I feel the salary often offered in the voluntary sector is below that offered by the private sector, however the flexibility and nature of the work balance this out when looking at the attractiveness of a role within the voluntary sector
C012	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	They are consistently lower and therefore the choice of employee is limited to other criteria. I am not sure that anything can be done.
B004	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	Greater appreciation of staff skills within the voluntary sector needs to be had by commissioning authorities, contract levels are so tight, competitive salaries cannot be offered.
C013	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	To be able to pay higher salary and offer better pensions. This would improve the ability to attract from the private sector.
B005	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	In my experience comparative pay for management roles and support roles is less than the public sector. The private sector seems to pay less for client facing staff. There seems to be a view that the voluntary sector or 'charity' should be less cost and this is not the case. If the voluntary sector is to pick up the gaps where the public sector withdraw, solutions need to be sustainable
I005	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	The situation is improving but external attitudes are slow to evolve. Finding sufficient funding in a 'ring-fenced' world is difficult and I have had to opt for reduced numbers of employees in favour of absolute calibre which has been a successful strategy but places immediate and sometimes intense pressure on new staff as their first job is to 'win' their own salary back!
C015	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	<i>More funds are needed so that organisations are better able to improve terms and conditions for staff.</i>
D009	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	You cannot put the public and the private sector in the same category – and it differs from type of voluntary organisation to voluntary organisation. For those lower in scale all sectors pay is now pushed down

				surprisingly low levels, but I guess surprisingly inflated scales still operate for those at higher levels.
C017	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	Generally in lower quartile for supervisory and management roles in small/medium size organisations Funding provided by contract providers needs to reflect higher salary costs
C019	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	Where possible try to match salaries
B007	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	Only true of very biggest charities
D010	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	Salaries in the private sector are much higher in our area, especially as we are based so near to London.
C021	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	Really don't know as we don't have the money to pay commercial or statutory rates. At present might benefit from the loss of jobs in the statutory sector but this won't last. Try to use business community peer support to 'grow our own'
I006	3	T&C	The terms and conditions in VS are competitive with those offered by other sectors	I'm not sure this is going the change. Staffing pricing is fixed at the price that public perception can accept
<b>Code</b>	<b>Question Number</b>	<b>Category</b>	<b>Statement:</b>	<b>Response</b>
C002	4	T&C	Offering good terms and conditions attracts high calibre applicants	You would think so but not if people don't view the posts as attractive. Short term funding is a real disincentive – however good the terms and conditions.
C004	4	T&C	Offering good terms and conditions attracts high calibre applicants	<i>Unemployment means that people who are not suited often apply for roles because they see the T&amp;C. Offering good terms may also attract high calibre applicants but need to weed out those not suitable.</i>

C007	4	T&C	Offering good terms and conditions attracts high calibre applicants	It helps when there are redundancies in the statutory sector to pick up staff who are glad of a job
D006	4	T&C	Offering good terms and conditions attracts high calibre applicants	<i>I think we also need to consider that intrinsic motivation is key in the voluntary sector. I for one work for a much lower salary than I could get elsewhere because I am motivated by the cause.</i>
B005	4	T&C	Offering good terms and conditions attracts high calibre applicants	<i>However, In recent years I made senior appointments of people who have just retired from the public sector and want to offer their skills and experience rather than attracted by terms and conditions</i>
I005	4	T&C	Offering good terms and conditions attracts high calibre applicants	<i>Absolutely, if their passion is met by our charitable remit then 'looking after' them is often enough to get them hooked.</i>
D009	4	T&C	Offering good terms and conditions attracts high calibre applicants	No one wants to be over exploited
C017	4	T&C	Offering good terms and conditions attracts high calibre applicants	Not always the case but it supports the attraction of high calibre candidates
C018	4	T&C	Offering good terms and conditions attracts high calibre applicants	<i>Good T's and C's can attract all applicants including high calibre ones.</i>
C019	4	T&C	Offering good terms and conditions attracts high calibre applicants	Applicants need to see the possibility of job progression and salaries that match the private sector
C021	4	T&C	Offering good terms and conditions attracts high calibre applicants	But would say we do get excellent calibre staff on low pay rates who want to work in charitable sector
<b>Code</b>	<b>Question Number</b>	<b>Category</b>	<b>Statement:</b>	<b>Response</b>
B002	5	Attraction	It is easy to recruit into management or executive roles in	The salaries for these posts are lower for the kind of work load the post has compared to statutory organisations. <i>Higher salary would help but</i>

			the voluntary sector	<i>also expectations of management or executive roles should be realistic.</i>
D001	5	Attraction	It is easy to recruit into management or executive roles in the voluntary sector	Easy to recruit but rarely the right person
C002	5	Attraction	It is easy to recruit into management or executive roles in the voluntary sector	<p>I think some people who have found other business areas too challenging sometimes see the third sector as offering a soft option meaning that people who apply may not be the right people. There may also be an impression that a different set of skills are required – and there are those who seek to work in the sector to satisfy their personal needs which may well not be in line with the needs of the organisation. This emotional aspect probably occurs less in other fields! Third sector employers need to present professionally to attract the right people – too often people who need a job are prioritised over those who offer the best fit – or certainly were in the recent past.</p> <p><i>The third sector has been loath to spend on recruitment – perhaps because of funding constraints within grant applications or contract negotiations – tendering will not help in this matter.</i></p>
C004	5	Attraction	It is easy to recruit into management or executive roles in the voluntary sector	<p><i>Not always sure if the person who does well on interview will perform well in practice.</i></p> <p><i>Internal training and up skilling of employees currently with organisation is one way of utilising people that have a proven track record of commitment and loyalty to the organisation.</i></p>
C005	5	Attraction	It is easy to recruit into management or executive roles in the voluntary sector	In increasingly challenging times when financial resources are tight the expectations placed on senior staff are ever increasing – not sure what would change that
C007	5	Attraction	It is easy to recruit into management or executive roles in the voluntary sector	<i>We have been looking for the past 8 years and still no succession to the CEO in house</i>



I002	5	Attraction	It is easy to recruit into management or executive roles in the voluntary sector	It varies depending on the post and the calibre of individual being sought – remuneration packages need to be reviewed - not just the salary but other potential benefits
D007	5	Attraction	It is easy to recruit into management or executive roles in the voluntary sector	Cannot afford the high enough salaries
C012	5	Attraction	It is easy to recruit into management or executive roles in the voluntary sector	Clearly improved salaries will attract more candidates offering greater selection choice but there has to be a mix of passion and professionalism in employees in the VCS for it to be successful.
C013	5	Attraction	It is easy to recruit into management or executive roles in the voluntary sector	<i>Agree. I have recently recruited 2 new high calibre senior managers however are struggling to fill the 3rd vacancy as Head of Finance and resources.</i>
B005	5	Attraction	It is easy to recruit into management or executive roles in the voluntary sector	<i>It is difficult to recruit for specific skills e.g. accountant, marketing expertise etc.</i>
I005	5	Attraction	It is easy to recruit into management or executive roles in the voluntary sector	This positive reply is dependent on a positive and well-loved environment that has a reputation for being ‘a great place to work’ – this does not build overnight but is an incredibly powerful asset.
C014	5	Attraction	It is easy to recruit into management or executive roles in the voluntary sector	Look for existing or new staff that may not currently have these skills but show a dedication to the organisation and its ethos and have the ability and knowledge with training to hold these positions.
C015	5	Attraction	It is easy to recruit into management or executive roles in the voluntary sector	<i>Voluntary organisations need more funds in order to improve the packages and working conditions that they can offer to staff. This would also include being able to recruit HR staff with creative recruitment solutions</i>
D009	5	Attraction	It is easy to recruit into management or executive roles in the voluntary sector	It's easy to get a short list but difficult to spot people with the right potential.
C017	5	Attraction	It is easy to recruit into management or executive roles in the voluntary sector	Higher salaries to reflect levels of responsibility. Business skills training for Voluntary sector

C019	5	Attraction	It is easy to recruit into management or executive roles in the voluntary sector	<i>Improve salaries and offer more management controls</i>
C021	5	Attraction	It is easy to recruit into management or executive roles in the voluntary sector	Especially at present because of loss of jobs in statutory sector
<b>Code</b>	<b>Question Number</b>	<b>Category</b>	<b>Statement:</b>	<b>Response</b>
B001	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	<i>Too expensive and unless you spend a great amount of time with them the candidates are not suitable. Even though we would be paying an agency, they tend to be driven by providing a lot candidates, which keeps the people on their books thinking they are working hard for them.</i>
B002	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	<i>Most medium sized charities like ourselves can't afford to go to agencies for recruitment. Maybe a more favourable rate for charities can be negotiated than it is at the moment.</i>
C002	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	<i>The continuing cost of employing staff via an agency is a deterrent - and there is often a feeling of being able to do things cheaper in house. I have known it lead to problems with other staff if they feel money is being 'wasted' on agency staff...</i>
D002	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	<i>Other than very senior staff, prefer to handle own recruitment</i>
D003	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	Occasionally.
C005	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	<i>The cost of doing so and the 'quality' of candidates from previous experience have not been worth the cost</i>
D004	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	<i>We have a very poor calibre of recruit when using agencies. We always undertake our own recruitment using newspaper or on-line ads.</i>
C006	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	<i>Too expensive</i>
D006	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	At my local charity we do not use agencies due to the cost. At other charities I have used agencies

I001	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	<i>In my experience cost is an issue here also when an organisation has used an agency, it hasn't made recruitment easier at all.</i>
I003	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	We have not yet needed to invest in this way
D007	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	Costs too much
C009	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	<i>For us we use local press as they are less expensive and the coverage here is good.</i>
T003	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	<i>We ... only employ part time staff at the present time, so trustees see using agencies as too expensive</i>
I004	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	Use local networks, newsletters, ads, Job Centres and our own premises
C012	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	<i>Cost of recruitment against quality of candidate has not proved worthwhile. Only used when timescales are short</i>
B004	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	<i>Agencies are rarely used and the search and appointment costs are often prohibitive.</i>
B005	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	The last two executive roles were recruited through an agency
I005	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	I prefer word of mouth and reputation to fill the vacancy and have applied this process successfully several times in XXXXX – I did however use a specialist agency to employ my finance accountancy team as subject specific qualifications were imperative.
D009	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	More's the pity! Lack of transparency, distortion of values etc.
C017	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	Have limited use due to the level of costs charged
C018	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	Agencies can be used depending on the vacancy, not sure how frequently this is.
C019	6	Attraction	Agencies are frequently used to advertise vacancies for paid staff	<i>Cost of using agencies</i>
C021	6	Attraction	Agencies are frequently used to	We never use, we are too tight with our money!

			advertise vacancies for paid staff	
Code	Question Number	Category	Statement:	Response
B001	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	Difficult for individual charities to influence this, so we have to make sure we can be competitive.
T001	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	<i>Competition is not necessarily a bad thing it can drive quality but equally it can drive down quality if price is the over-riding factor in securing a contract or tender. The specification of competitive processes are key to ensure that expertise, client understanding and a track record of quality delivery are equally important elements of the selection process and sometimes they are not in my experience.</i>
B002	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	It definitely has and not only with other voluntary sector partners but also the new social enterprises, private sector companies.
C002	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	<i>The general down turn in the economy and reduction in funding via grant making bodies has forced third sector organisations to look outside their core business to seek additional opportunities. Seeking the cheapest option often gives an advantage to the new bidder who is unaware of the real costs – the problem is that by a subsequent bidding round the experts have departed the scene.</i> Only quality tenders seeking high quality services will turn this around. <i>There seems little true consultation or partnership work to secure the best options, simply a move to tick boxes and drive down costs.</i> Service users are not seen as purchasers or customers and their views are too easily disregarded. Short term gains at the expense of long term benefit. Not enough front loading or addressing problems before they become chronic. <i>Now the third sector have become competitors it is harder for them to work together to influence – divide and rule in action.</i>
C003	7	Culture	The 'contract culture' has not increased competition for funding	<i>Working with competitors to apply for joint funding. Focus on income generation from new or existing services to make the voluntary</i>

			in the voluntary sector	<i>organisation less reliant on winning contracts</i>
C004	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	Any organisation applying for a contract should not be awarded solely on price but should be able to demonstrate that they can deliver an equitable service and have the resources in terms of man power and training to do so.
B003	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	<i>It is much more competitive now applying for funds anyway, and bidding for contracts, being competitive by nature, has increased the need for us to act competitively.</i>
D003	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	<i>Very much so we have recently lost a big contract to the local authority through this.</i>
C005	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	The increase in tendering has a negative impact on smaller organisations. We have seen significant competition from external companies at the cost of not-for-profits. There needs to be a simplified tendering process.
D004	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	Resources have always been scarce. However we now have a situation where the independent, public and third sector are now often competing for the same contracts
C006	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	<i>More collaborative working and more mergers of small vol organisations to share costs</i>
D006	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	<i>It has increased competition on a local level between charities that could otherwise be partners</i>
I001	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	<i>I definitely think that the 'contract culture' has had a significant effect on competitive VCS funding. I don't know what could be done to change/improve the situation.</i>
I002	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	<i>Organisations need to ensure they are tender ready and have access to the skills and expertise in house to respond to new opportunities</i>

C011	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	To my knowledge the 'contract culture' has had an impact on the pressure on organisations and their employees to be constantly aware of competitors and strive to offer more than that of those that are looking at the same contracts.
C012	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	<i>Sadly it has increased competition. It has also reduced the level of co-operation across VCS organisations and tensions between partners as skills deficiencies are exposed.</i>
B004	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	<i>Simply, the 'contract culture' has increased competition in the sector, drawing in larger organisations with greater capacity to tender and compete at very cost effective levels.</i> Recognition of the value of locally based organisation and support for these will allow capacity building to effectively deliver and support high quality service provision.
B005	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	<i>It has increased competition and does not always ensure the right organisation is doing the right work.</i> It also forces voluntary sector organisations to chase contracts rather than consider the wider picture and whether the contract fits with the values and objects of the charity
I005	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	The volume of competition has increased dramatically as has the field of applicants which can cross all business sectors; we are no longer bidding within a VCS grouping and professional content and financial presentation is imperative to be successful.
B006	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	More collaboration consortia of mergers
D009	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	The lack of transparency related to the tender bids and the rules which require no dialogue during the process make collaboration extremely difficult – and a dog eat dog culture is thriving. The difficulties in attracting funding mean organisations cannot afford to dilute resources. The contract sums available are often so small the risk of the organisation needing to invest in real terms to get then carry out the contract to any standard is high.

C017	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	<i>Competition has increased as any organisation can bid for contract /funding, even if not capacity to deliver. Result is significant work/cost in completing comprehensive tender applications (sometimes for low value tenders)</i>
C019	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	Go on training and courses on fund applications to be able to compete with other organisations
D010	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	<i>The voluntary sector organisations in our patch are fighting against each other to win contracts. This has resulted in organisations not working together as before. This has resulted in a negative impact. More partnership approaches to happen.</i>
C021	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	It is causing huge competition both between voluntary orgs and with other sectors looking to access voluntary orgs funding.
I006	7	Culture	The 'contract culture' has not increased competition for funding in the voluntary sector	It is the lack of funds that has increased competition in the voluntary sector from all sources/ contracts/ fundraising / enterprise
<b>Code</b>	<b>Question Number</b>	<b>Category</b>	<b>Statement:</b>	<b>Response</b>
T001	8	Culture	Organisational fit is unimportant when recruiting paid staff	<i>It is always essential and particularly so in the voluntary sector so ensuring that staff fit with and understand the organisation's values, mission and objectives is critical. It should be a key element of staff recruitment, development and management.</i>
C002	8	Culture	Organisational fit is unimportant when recruiting paid staff	I think it is vital. <i>One of the strengths of the sector has been its ethical values and insistence on quality – staff and volunteers need to share a corporate view – as all other good businesses do. A clear management steer, explicit values and easily understood business plan all help.</i>
C004	8	Culture	Organisational fit is unimportant when recruiting paid staff	Staff all need to be pulling in the same direction otherwise disharmony and problems can arise. Unhappy staff can demotivate others.
D002	8	Culture	Organisational fit is unimportant when recruiting paid staff	<i>Whilst not critical, this is one of many factors that might be desirable and not critical</i>

B003	8	Culture	Organisational fit is unimportant when recruiting paid staff	It is important, but relates to future fit, not necessarily current or past fit
D004	8	Culture	Organisational fit is unimportant when recruiting paid staff	Essential for the VS, we expect and get so much more from our paid staff, we identify this within our recruitment process.
I001	8	Culture	Organisational fit is unimportant when recruiting paid staff	However talented an individual there has to be an understanding of the organisation and its values. However the skills of that person must be key when recruiting.
I002	8	Culture	Organisational fit is unimportant when recruiting paid staff	The values of the organisation are used as part of the recruitment and selection practice – and should be fundamental to good HR practice
C008	8	Culture	Organisational fit is unimportant when recruiting paid staff	<i>Ensure that the fit is good to improve chances of higher performance and job satisfaction of employee</i>
T002	8	Culture	Organisational fit is unimportant when recruiting paid staff	Without a strong organisational structure and function then you will not recruit and retain paid staff and develop a “team” approach
I004	8	Culture	Organisational fit is unimportant when recruiting paid staff	If they don’t fit they have their own agenda which negates progress
C012	8	Culture	Organisational fit is unimportant when recruiting paid staff	Having the right balance of passion and professionalism is very important in the VCS, staff need to care about the values of the organisation as well as understanding the clear objectives and how to achieve those objectives.
B004	8	Culture	Organisational fit is unimportant when recruiting paid staff	Organisational fit is key to recruiting quality staff for the organisation. <i>Qualifications alone cannot assure of softer skills such as team working and leadership.</i>
B005	8	Culture	Organisational fit is unimportant when recruiting paid staff	Newly recruited paid staff need to understand the changes within the voluntary sector and the need to apply commercial approaches to their work. Staff need to understand and use technology, provide evidence of their impact and operate within policy and procedure. This approach then needs to be balanced with strong social values and a commitment to achieving the charitable objects
I005	8	Culture	Organisational fit is unimportant when recruiting paid staff	In an environment of limited staff numbers where the ethos is imperative for successful achievement of added value, once qualifications have been established an ability to ‘get’ the environment is an excellent outcome that benefits the charity almost immediately on staff arrival.



C014	8	Culture	Organisational fit is unimportant when recruiting paid staff	<i>It is essential that when recruiting paid staff that they will fit into the organisation and uphold the values and ethos.</i>
B006	8	Culture	Organisational fit is unimportant when recruiting paid staff	<i>Ability to uphold organisational values to be tested on recruitment</i>
C015	8	Culture	Organisational fit is unimportant when recruiting paid staff	Creative use of profiling methods, personal specifications and personal statements
C017	8	Culture	Organisational fit is unimportant when recruiting paid staff	<i>Skills and traits need to be assessed during recruitment and emphasised in role descriptions</i>
C018	8	Culture	Organisational fit is unimportant when recruiting paid staff	<i>Organisational fit is very important; this applies to all businesses recruiting.</i>
C019	8	Culture	Organisational fit is unimportant when recruiting paid staff	Employ people suited to the task operationally
B007	8	Culture	Organisational fit is unimportant when recruiting paid staff	People need to fit in any working environment- important to understand the qualities and personal traits
C021	8	Culture	Organisational fit is unimportant when recruiting paid staff	We recruit and interview on the basis of principles and values, if these are right all else follows.
I006	8	Culture	Organisational fit is unimportant when recruiting paid staff	It is important that staff recruited can manage the culture of the organisation, for example a very flexible approach or a very rigid approach may not fit with a member of staff. Candidates need to have the culture explained clearly and potentially the opportunity to speak to members of staff prior to interview.
<b>Code</b>	<b>Question Number</b>	<b>Category</b>	<b>Statement:</b>	<b>Response</b>
T001	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	In some roles it may be less important than others but a sense of purpose and commitment is important. To be honest, as the financial rewards in the voluntary etc. are not often the major component of the package of rewards a sense of doing something worthwhile and making a difference are equally important. We need to ensure that our staff have this.
B002	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	This is not the case anymore. People are now more choosy as to what type of work they would like to do. These are people with the skills needed in the first place.

D001	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	Some do and some don't
C002	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	<i>The statement is true – especially if the job centre is chasing people to make a number of applications each week – but it doesn't make for the right people to employ.</i> The third sector needs people who share its values, who are motivated to provide a high quality of service and want to treat others as they would wish to be treated. Some people will unexpectedly find they like the work even if they had not seen it as an option but there are too many horror stories of inappropriate staff in care homes etc. for us not to take note and ensure people the right people are employed. It's not just a reputational risk, people's lives and wellbeing could be at risk.
C003	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	The type of work is important for long term retention of staff. For work that is not interesting, fulfilling or challenging, staff are unlikely to perform well or decided to stay with the role.
C004	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	I think a lot of people see the job and apply because they need work and like the salary mentioned. Some apply because the hours or T&C suit their situation.
B003	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	Not in our industry, I find most applicants want to do this type of work
D004	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	The VS attracts people who are committed to third sector structures (no shareholders – surpluses ploughed back into the organisation), the cause or the need to develop their CV. This is essential as the pay rates are so much lower compared with other sectors
C006	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	<i>Most of our applicants apply for specific jobs to use their skills</i>
D006	9	Motivation to apply	Applicants apply for a job because they need work - the type of work	I find that most are motivated by the cause but often lack the skills and do not fully understand how professionally the charity is/needs to be run in

			is unimportant	order to survive and thrive
C008	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	Often DWP dictate that a number of applications must be made by applicants regardless of suitability
I003	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	<i>Due to our lower wages and less security, most people apply because they want to work in the voluntary sector</i>
C009	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	In some cases this is the fact depending upon the person
I004	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	Not always the case
C012	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	<i>I think this depends upon the applicant and their motivation. The VCS sees a range of motivated people working within it.</i>
C013	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	It is dependent on the level of job.
I005	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	Sadly, I agree but it does depend on the calibre of the job and role – a recent management role was filled by an applicant who waited six months for our timing to be right but the other end of the scale is definitely negatively influenced by the Job Centre and their volunteering strategy closely followed by benefits cut threats.
C014	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	Although there will always be some individuals that see the role purely as <i>a job most of the applicants applying for roles within voluntary organisation do so because of the nature of the work and the desire to help people.</i>
B006	9	Motivation to apply	Applicants apply for a job because they need work - the type of work	Skills, aptitude, values, commitment and motivation need to be present to be effective in a people industry

			is unimportant	
C015	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	The applicants need the skills and the profile to fit the job. Screening needs to be carried out to make sure there is a fit.
D009	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	One of the pluses of working for the voluntary sector is that one can transfer skills to different markets, but I don't think people apply for jobs with different skills and expect to learn on the job anymore.
C017	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	<i>Generally mix of applications – recruitment process should identify those not interested in the type of work</i>
C018	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	Can be true in some cases however some applicants can be selective depending on their individual circumstances.
C019	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	Applicants generally look to a job with their skills in mind and want job satisfaction
B007	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	You must weed them out at interview otherwise longer term problems likely to arise
C021	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	We would not recruit someone just on the basis they wanted paid work and nothing else, they have to have the right values.
I006	9	Motivation to apply	Applicants apply for a job because they need work - the type of work is unimportant	I think in the voluntary sector most candidates are driven to either support a cause/ or are pursuing a career in one element of the sector, e.g. advocacy/ voice/ service development
<b>Code</b>	<b>Question Number</b>	<b>Category</b>	<b>Statement:</b>	<b>Response</b>
C002	10	Motivation to apply	Lots of people are looking specifically for paid work in the voluntary sector	This seems to be the government's idea, that through volunteering people will access work opportunities – and that the third sector can absorb those not able to fit into other businesses. Again it needs to be stressed that

				having needs yourself does not make you a suitable volunteer or employee. Motivation is a key issue.
B003	10	Motivation to apply	Lots of people are looking specifically for paid work in the voluntary sector	Wouldn't say we are being targeted
T003	10	Motivation to apply	Lots of people are looking specifically for paid work in the voluntary sector	I think working in the sector is still not seen as an aspirational career
I004	10	Motivation to apply	Lots of people are looking specifically for paid work in the voluntary sector	Depends on the person – <i>salaries are not usually high enough</i>
C011	10	Motivation to apply	Lots of people are looking specifically for paid work in the voluntary sector	The type of work can determine the level of commitment, enjoyment, loyalty and passion to the role and therefore how much is achieved within that role and organisation.
C012	10	Motivation to apply	Lots of people are looking specifically for paid work in the voluntary sector	<i>We rarely get very high responses to our employment adverts.</i>
I005	10	Motivation to apply	Lots of people are looking specifically for paid work in the voluntary sector	People are looking for work and hope it will be full time and permanent.
D009	10	Motivation to apply	Lots of people are looking specifically for paid work in the voluntary sector	Used to be – not so much now I think. I don't think young entrants think anywhere is a refuge from exploitation now. <i>People who have been working in the sector for a long time are preferring to become self-employed consultants.</i>
C017	10	Motivation to apply	Lots of people are looking specifically for paid work in the voluntary sector	<i>Mix of volume of responses to roles. Higher number to lower graded roles VCS can appeal as there are a significant number of part time roles.</i> Social responsibility can appeal. However T&Cs are not always competitive and there is a high degree of uncertainty.

C018	10	Motivation to apply	Lots of people are looking specifically for paid work in the voluntary sector	I think people are looking for paid work it does not necessarily have to be in the voluntary sector.
C019	10	Motivation to apply	Lots of people are looking specifically for paid work in the voluntary sector	<i>Not viewed as being well paid or having much chance of progression within the voluntary sector</i> and see very little movement of staff
C021	10	Motivation to apply	Lots of people are looking specifically for paid work in the voluntary sector	For us often retirees with good skills looking for a second career.
<b>Code</b>	<b>Question Number</b>	<b>Category</b>	<b>Statement:</b>	<b>Response</b>
C001	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	<i>Have incorrect perception</i>
C002	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	<i>A long standing misapprehension – partly through the semantics of using the word voluntary, I think. Seen as ‘twin sets and pearls’ or ‘hand knitted’- lacking professionalism and not hard headed. This seems to be being peddled by the government again in seeing placements as in the third sector as a way of taking people off the benefits register – either unemployed or sick! Also I think the sector has been a bit soft in trying to help.....but not in the current climate.</i>
C003	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	Typically the voluntary sector may be perceived as a less target driven environment than the private and public sector with the nature of work being person centred rather than achieving profit and monetary targets.
C004	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	<i>Some people think that as it says ‘Voluntary’ that it will be easier than working in Public or Private sector. Can be either pleased or dismayed to find that it is as business like as elsewhere.</i>
D003	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	<i>They do not understand the culture of the voluntary sector and think we are centrally funded. In most cases they do not have any idea as to how we obtain funding.</i>

D004	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	Because applicants have a rosy view of charities as soft and cosy organisations that do nice things to, for or with their client group. However we are only able to do nice things because of robust Policies and Procedures which are rigorously implemented.
C006	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	They believe it is easy and we spend our time just being 'kind' rather than understanding we are running a business
D006	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	I think there is a perception, amongst some people, that the voluntary sector still survives on cups of tea and goodwill and balk at the idea of having measurable targets including income.
I002	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	Historically this may have been the case but not apparent through current recruitment processes
C009	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	<i>The sector is seen still as an easy cosy sector. People still do not see us as professionals.</i>
T003	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	I think they have the <i>perception that everyone is kind, and its "easy going"</i> compared to statutory/public sector. People who have worked in other sectors don't realise how business-like the voluntary sector has become over the last 20 years
C010	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	Because it is non-profit making and therefore they perceive that there are less pressures in the workplace.
I004	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	<i>They then have a shock and usually leave!</i>
C011	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	I do not think people realise in the first instance how competitive voluntary work can be and the pressure involved.
B004	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to	<i>Applicants assume that the voluntary sector is less professional and less commercial, caring less about quality, timekeeping, performance etc.</i>

			work	
C013	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	Historically it may have been however we are moving and thinking more commercially which has changed this.
B005	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	Difficult to answer as I have worked in the voluntary sector for over 20 years. I think that the perception of work in the voluntary sector is changing
D008	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	<i>People tend to think we have money from grants and councils so funding is no problem</i>
I005	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	<i>The calibre of the role and candidate can reflect this attitude but a detailed Application Pack with informative Job Description usually puts paid to such attitude long before getting to interview.</i>
B006	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	<i>They think small, unprofessional, laid back style and will be over skilled! Wrong!</i>
D009	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	Not anymore!
C017	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	<i>If no VCS background - lack of understanding regarding challenges facing the sector. Some think “cuddly” place to work!</i> Tenders/contracts require high degree of professionalism in both organisational management, accountability and project delivery to meet legislative and funder requirements.
C019	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	Generally thought as not being demanding or forward thinking
B007	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	The image people need to understand that most VCS organisations have to be run as businesses with all the challenges- can be a lonely place



C021	11	Brand Awa	Applicants assume the voluntary sector will be an easy place to work	<i>They often think it will be laid back, easy paced work with lots of nice old ladies and get a real shock when they start at both the pace, complexity and volume of work.</i>
Code	Question Number	Category	Statement:	Response
T001	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	This is often the case in the voluntary sector and increasingly now the private and public sectors but understandably candidates are looking for a degree of security to be able to pay the bills and support their families so permanent roles can be more attractive particularly in difficult economic times.
C001	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	Competition in job market, if prepared to accept voluntary sector low pay at least then require some level of job security
B002	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	<i>People with secure jobs are not going to leave to come and work for short term contracts and the people who do apply for these, normally need a lot of support and training which does not work for short term contracts.</i>
C002	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	People are seeking security, they have bills to pay and don't want disruption and uncertainty. Although jobs for life may not be available I don't think most people are yet ready for a series of short term jobs – and the complexities of claiming short term welfare benefits make people unwilling to take the risk of short term work. Other employers may look at CV's with too many roles. It's unsettling for the employee and also for the rest of the work team.
C003	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	Many applicants may feel the application and recruitment process to be laborious when considering the length of time they will actually be employed for, and subsequently decide it's not worth applying.
C004	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	<i>I think it would be easier to recruit into permanent roles than short-term contracts but anyone out of work would probably take a short-term contract rather than be unemployed. It also gives them the opportunity to show the employer what they are capable of and may lead to another role within the organisation when that contract runs out.</i>

C005	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	<i>This is perhaps the biggest challenge in recruitment. Avoiding short-term contracts would help, but loss of staff towards the end of a contract is a major challenge</i>
D004	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	<i>The recession has made a significant difference to recruitment for all types of funding arrangements including short term contracts. Many of the services we provide are purchased by older people themselves either with or without the support of a Direct Payment.</i>
D006	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	<i>People generally want the stability of permanent roles</i>
I001	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	<i>This is not easy, some people will see a short term opportunity as a way into the organisation but my personal experience is that more people want long term secure employment whether VCS or not.</i>
C008	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	Applicants want more security and stability
C009	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	<i>We do not have short term roles</i>
C011	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	This is dependent on the type of role and the type of employee you are looking for.
C012	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	<i>I see no evidence of this, possibly because employment rates in our area are quite good.</i>
B004	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	<i>Generally people are looking for longer term and permanent contracts, short term contracts need to have an exit set out at interview as well as opportunities for continued work in other areas of the organisation.</i>
C013	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	Sometimes it is and dependent on the role.
B005	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	<i>Have not needed to recruit to short term contracts so far</i>
I005	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	<i>Couldn't disagree more as these roles definitely attract the Job Centre benefits-bound applicants who are applying to prove they've done so in order to maintain their benefits allocation.</i>

C014	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	Most applicants require stability in their work and those in regular employment would be unlikely to sacrifice that role in order to work on a short term contract with no guarantee of continued employment within that organisation
B006	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	People want to work and will accept short term with hope of full time opportunity. Easier to find work when already employed. Also career changes, new skills to learn.
C015	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	People want to have longer term contracts for job security.
D009	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	<i>People are desperate for work so you get lots of applicants but only a few who can slip into role easily.</i>
C017	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	Applicants generally require employment stability. Short term contract employees must be able to deliver immediately and therefore already have the necessary skills. Agencies can provide more support for these roles
C018	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	<i>Depends on the applicants circumstances again. If someone has been unemployed a while or wishes to get into works asap then paid work whether it is a short term contract or permanent contract is appealing.</i>
C019	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	Applicants look for longer term stability
D010	12	Job Sec	Recruiting staff into roles with short-term contracts is easy	<i>Applicants are looking for more stability. Short-term contracts need to be for at least a 3 year period</i>
<b>Code</b>	<b>Question Number</b>	<b>Category</b>	<b>Statement:</b>	<b>Response</b>
B001	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	<i>No-one comes into the sector to make money. Applicants are more likely to have long careers in the caring or voluntary sector professions and stay here because of the need to be making a difference.</i>
B002	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	<i>Use to be the case many decades ago. Now people do need to earn a living as well as enjoy what they are doing.</i>

C002	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	The good news about finding the people with the right motivation is that often money is not the prime requirement – the pity is that for those where it is a key driver sometimes excellent people are lost to the sector. <i>I think work/life balance is important to many people – but maybe the message that it's Ok not to chase the biggest salary isn't being given to graduates?</i>
C004	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	Depends on the person but I think a lot of our staff feel that the work they do is important and they enjoy being a valued member of staff and being able to make a real difference to the lives of others.
D002	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	<i>Many applicants have altruistic reasons</i>
B003	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	<i>I would say that, generally, the salary is not the main priority</i>
C006	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	<i>Most are looking for job satisfaction and fulfilment</i>
D006	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	<i>Intrinsic motivation. Feeling that the work makes a real difference and is valued, and visibly recognised, by the charity they work for</i>
I001	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	Commitment to the organisations ethos, what they are trying to achieve, who they support etc. must be more important than salary.
I002	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	At a more senior level it tends to be a combination of being valued and working for an organisation which is delivering good outcomes for beneficiaries and with measurable social impact – making a difference.
I003	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	Making a 'contribution', being able to go the extra mile, less output focused work
C009	13	Values	Applicants attracted to the VS value a salary as more important	<i>I believe from our feedback that people come into the sector due to their nature rather than just for the money</i>

			than feeling valued	
T002	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	The nature of the work carried out in the sector often means they are not driven by money but want to feel valued for what they achieve
C011	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	<i>Both of equal value</i>
C012	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	Our IiP [Investor in People] evidence suggests otherwise. I don't think they value other things more, merely balance the other facts as part of a package more effectively.
B004	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	<i>No one joins the voluntary sector because of the salary offered. Comparative posts in the private sector often attract salaries in excess of 10-15% higher wages. People generally feel that the voluntary sector has a place in improving lives which is their motivation often.</i>
B005	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	<i>Feeling valued at work and achieving job satisfaction is more important to those attracted to the voluntary sector than salary alone</i>
D008	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	A lot of applicants to the voluntary sector are people who like to feel valued and have an interest in charitable works
I005	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	Applicants anywhere value being valued – the impact of an excellent salary only lasts as long as the novelty – being respected and cared for are far more valuable.
C014	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	The nature of the role, the ability to support those members of the community that may need extra support and feeling valued in their role.
B006	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	<i>Job satisfaction, good colleagues, purpose wanted more than money.</i>

D009	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	People value the culture of the organisation, the cause, the potential for influencing for good, the setting of the organisation and potential for networking to make a difference to the organisation - therefore <i>to get good job satisfaction as long as they get a fair wage that allows them to live happily</i> . If they are working with an inappropriately high salary and are in a position of making the money to pay for that salary then they realise a rate that is too comfortable is hard to justify.
C017	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	Providing valued service. Social responsibility
C018	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	Feeling valued can depend on other factors such as training and development, career progression and other benefits.
C019	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	Job satisfaction, seeing the chance to apply for higher jobs, feeling that their work is important
B007	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	<i>Most are not in for the salary but for job satisfaction and making a difference</i>
B007	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	<i>Please note that this has changed in recent years – people need to work and earn salaries that reflect their work level. Gone are the days where people worked for charities for peanuts!</i>
C021	13	Values	Applicants attracted to the VS value a salary as more important than feeling valued	They don't come here for a high salary but they really do need to feel that what they do makes a difference.
<b>Code</b>	<b>Question Number</b>	<b>Category</b>	<b>Statement:</b>	<b>Response</b>
B001	14	Tendering	Management costs are increasing due to the CC and increased accountability	<i>We are not looking at reducing management costs, but employing additional staff to help with the admin and monitoring. This then needs to be taken into account when applying for contracts and tenders.</i>

T001	14	Tendering	Management costs are increasing due to the CC and increased accountability	<i>Ensure infrastructure is appropriate and costs are appropriately allocated. Ensure overheads can be spread over a number of different contracts. Requires a regular review, flexible structures and procedures and business development approach and skills. Also pursue more collaborative ventures to share risk and overheads.</i>
C001	14	Tendering	Management costs are increasing due to the CC and increased accountability	<i>More light weight monitoring by commissioners, (or adopt new ways to do this). Introduce and utilise tech (e.g. in performance monitoring). “Measure less, feel more”</i>
B002	14	Tendering	Management costs are increasing due to the CC and increased accountability	<i>The sector needs to start looking at how they can work together. There are partnerships but not in the true sense of sharing overheads etc. People still want to work in solos and keep setting up small charities to deliver specific services which can be delivered under well-established organisations thereby cutting a few management costs.</i>
C002	14	Tendering	Management costs are increasing due to the CC and increased accountability	<i>Increase the length of contracts! The government was urging councils in this direction a while ago but if anything contracts have become even shorter. Building trust would help too but I am less sure how this will be achieved. The combination of external quality assurance and internal contract checks seems excessive – maybe they could be better aligned?</i>
C004	14	Tendering	Management costs are increasing due to the CC and increased accountability	<i>Cut out unnecessary reporting of statistics unless they are meaningful and necessary for the service.</i>
D002	14	Tendering	Management costs are increasing due to the CC and increased accountability	<i>Increase and accumulate knowledge of "standard" tender sections</i>
B003	14	Tendering	Management costs are increasing due to the CC and increased accountability	<i>Don't believe management costs are increasing. Monitoring of contracts should form part of the price of the contract, not an additional management cost to the organisation</i>
D003	14	Tendering	Management costs are increasing due to the CC and increased accountability	<i>A. This has to be built into the tender/application not always easy, when having to keep the final figure competitive. B. This has just happened here when the local council were able to reduce</i>

				their overheads by absorbing all management and running costs back into the council.
C005	14	Tendering	Management costs are increasing due to the CC and increased accountability	<i>Organisations are being forced to get 'more for their buck' or reducing staff at lower levels – there is a limit to how long either can continue</i>
D004	14	Tendering	Management costs are increasing due to the CC and increased accountability	Our management costs have increased massively because of Personalisation. We now have to invoice hundreds of service users individually and sometimes chase debts. In addition we now have to constantly market for new customers. Further investment to ensure rigorous high standards within our services is essential in this more competitive environment and to maintain standards like CQC. I don't think it's a simple issue of reducing management costs it's more of an issue to ensure that you have the right management structures to deliver...'
C006	14	Tendering	Management costs are increasing due to the CC and increased accountability	<i>More sharing of back office costs and mergers</i>
I001	14	Tendering	Management costs are increasing due to the CC and increased accountability	Possible collaborative working across organisations will help with this but again this isn't always easy to achieve. The whole issue around accountability and management in an organisation changes when entering into contracts as its necessary.
I003	14	Tendering	Management costs are increasing due to the CC and increased accountability	Needs greater clarity on what they want to measure - they talk 'outcomes' and seek that data but also measure widgets as they always have
C009	14	Tendering	Management costs are increasing due to the CC and increased accountability	This is difficult as funders always want more outcomes. We need to be able to build this resource/cost into bids and funders need to understand this
T003	14	Tendering	Management costs are increasing due to the CC and increased accountability	<i>Simplify monitoring.</i> Contracts need to be for longer periods so they don't have to be applied for so often.



C012	14	Tendering	Management costs are increasing due to the CC and increased accountability	This is, in part, a good thing as justification of state funded programmes needs to be robust and the VCS has not been good at evidence recording. It will however increase cost and require new skill levels which may change the profile of employees over time.
B004	14	Tendering	Management costs are increasing due to the CC and increased accountability	Management costs associated with 'contract culture's and changes in legislation are increasing. Better sharing of services, merging of smaller charities etc. are avenues to be explored to reduce these costs.
C013	14	Tendering	Management costs are increasing due to the CC and increased accountability	The need for stronger management and skilled people results in increase salary and costs.
D008	14	Tendering	Management costs are increasing due to the CC and increased accountability	Maybe have some joined up working with other branches and so reducing costs
I005	14	Tendering	Management costs are increasing due to the CC and increased accountability	<i>Absolutely, I have had to employ a BDM with specific bid writing skills to ensure that I can do my job (CEO) and my Department Leads can fulfil theirs.</i>
C015	14	Tendering	Management costs are increasing due to the CC and increased accountability	Develop business strategy and methods to reduce costs.
D009	14	Tendering	Management costs are increasing due to the CC and increased accountability	<i>Commissioners need to take a good look at what they are commissioning – is it appropriate for a grant or a contract – can they continue to expect appropriate levels of contact with voluntary sector groups – or do they really expect them all to have ISO 9001 etc. Are they wanting to test a new idea which may work or not. Unfortunately the prices for contracts, whether spot purchases or larger cover means there is rarely capacity for sensible pricing of management costs - as will so many progressive ideas, full cost recovery is losing ground.</i>
C017	14	Tendering	Management costs are increasing due to the CC and increased accountability	High level of skills required to both tender for contracts and effectively manage the contract to level of accountability required. Significant time and cost also required for small value and unsuccessful contracts

C021	14	Tendering	Management costs are increasing due to the CC and increased accountability	<i>We can't decrease those costs and deliver a 'contract culture' at the same time we have tried but it is starting to put an intolerable strain on staff as our structures are already very flat.</i>
<b>Code</b>	<b>Question Number</b>	<b>Category</b>	<b>Statement:</b>	<b>Response</b>
T001	15	Progression	The voluntary sector is able to offer career and development opportunities	<i>Very often difficult for smaller organisations – this is a difficult one other than through merger and growth- which has its own issues</i>
B002	15	Progression	The voluntary sector is able to offer career and development opportunities	There is a mixture of this. The large national ones certainly can do more of this. I have not seen much of this in local voluntary sector. <i>Saying this, anyone working in the sector, will be able to work in the private or statutory sector as the skills set they gain in the sector is very diverse.</i>
C002	15	Progression	The voluntary sector is able to offer career and development opportunities	I think this is so, especially across the sector or within larger organisations.
C004	15	Progression	The voluntary sector is able to offer career and development opportunities	<i>Some staff have progressed very well through our Organisation, including our Chief Executive.</i>
B003	15	Progression	The voluntary sector is able to offer career and development opportunities	Large organisations maybe, but many jobs now require a different skill set so not easy to get promotion into different position
I002	15	Progression	The voluntary sector is able to offer career and development opportunities	Depends on the size of the organisation – learning and development on offer but moving up in a smaller organisation more difficult.
I005	15	Progression	The voluntary sector is able to offer career and development opportunities	Absolutely, no doubt that rounded, caring staff are developed in the VCS environment.
C017	15	Progression	The voluntary sector is able to offer career and development opportunities	Opportunities will be reflected in the size of the organisation, however many have transferrable skills

C019	15	Progression	The voluntary sector is able to offer career and development opportunities	<i>Improve structures so that staff can see the chance to progress. Reorganise as and when necessary and change staff.</i>
B007	15	Progression	The voluntary sector is able to offer career and development opportunities	Important to look for opportunities to encourage long term career paths- more “free” appropriate training needs to be available and workable
<b>Code</b>	<b>Question Number</b>	<b>Category</b>	<b>Statement:</b>	<b>Response</b>
B001	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	Whilst we can add small slices of extra costs for admin, pressures on funders and funding means we are unlikely to be able to offer competitive salaries. To get to this level we would have to look at investing reserves, but this would need to be linked to proof that roles are generating the extra income to cover those costs.
C001	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	Living wage standards in contracting. Contracts acknowledging management costs
B002	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	<i>Funding needs to be realistic and the sector should value their staff more in order to give the right levels of salaries.</i>
C002	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	With grant funding and tendering restricting income I think salary costs will be kept down – unless the third sector can reduce its reliance on this by becoming increasing self-generating with independent charging services nothing will change. People equate ‘voluntary’ with ‘free’ – or ‘cheap’ – increasing use of volunteers will be required too! Or unless the public view changes and more value is put on caring and the services the third sector provides....was that a pink elephant I just saw fly past?
C004	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	Voluntary Sector might need to increase to offer competitive salaries to other sectors.

B003	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	We don't at small, medium size level, not sure about large charities. <i>Where charity wage structure is linked to local government salary structures, organisations sometimes find themselves crippled with wage costs as they cannot offer alternative solutions</i>
D003	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	Sadly not any more. We must run as a business and one that makes a profit.
C005	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	<i>Commissioners/service funders are always looking for low costs – salaries are impacted by this</i>
D004	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	<i>Market forces will not allow us to improve salaries massively. Many of our employees enjoy what they do because they have ownership of the service they provide. They know that not only do they make significant difference to the lives of older people locally they can and do make significant differences in the way we provide services and with organisational development</i>
C006	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	<i>Again more sharing to reduce costs could allow more for salaries</i>
I003	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	We have already established salaries are not the only thing people look for.
C009	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	Certainly our organisation is not able to offer very high salaries due to constraints financially
I004	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	More sustainable funding for longer than 1 year
C011	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	I think that the salaries have to be justified more in voluntary sector as it is using charitable funds

C012	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	Whilst disagreeing with the statement overall, I think it depends upon the role.
B004	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	<i>...the voluntary sector generally pays 10-15% lower. Improvement in contract price and organisational capacity will improve and sustain voluntary sector salaries.</i>
B005	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	There is great variance across the sector. I also think there is a difference between national and local organisations and how they recruit, manage and retain staff
I005	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	<i>This depends on the funding opportunity – most infrastructure funding has been axed so this is possible but becoming very difficult indeed.</i>
C014	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	Increase opportunities for staff to take up career and development opportunities to increase salaries. Look for funding from organisations that may offer better conditions for staff employed in the voluntary sector
C015	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	<i>More sustainable funding is needed so that organisations can offer more competitive salaries.</i>
C017	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	<i>Tenders need to reflect realistic salary costs</i>
C018	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	All depends on outside factors
C019	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	Examine overall costs constantly and reorganise so that managers can manage and be accountable for budgets.
B007	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	Not in small organisations, however terms can be made more flexible which is attractive to some

C021	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	We don't have the funding to increase salaries so have to try and support staff in other ways.
I006	16	Salary	Compared to other sectors the voluntary sector is able to offer competitive salaries	The sector is underpinned by what is acceptable to the public.
<b>Code</b>	<b>Question Number</b>	<b>Category</b>	<b>Statement:</b>	<b>Response</b>
T001	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	<i>People feel that because of its social and charitable objectives that will be a good employer with commitment to staff health and well-being but this is not always so.</i>
B002	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	The sector is a caring sector and this is what is perceived by outsiders rather than it is now a very business-like sector or moving towards that.
D001	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	Some may
C002	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	<i>I think this is the traditional trade off which people see – poor salary but flexible employment. Also seen as compassionate and caring employers.</i>
C003	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	Less pressure, target driven environments and so less stress and more rewarding work lead to people being able manage work and life responsibilities.
C004	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	Some roles are part time and may therefore suit family commitments and lifestyle and be associated with a good work life balance with the voluntary sector.
C007	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	<i>They do, but it's a myth</i>
D006	17	WLB	Applicants are attracted to the VS because they feel it will offer a	Applicants perceive voluntary organisations to be value-led which includes valuing its employees. I strongly agree with this principle

			good work life balance	myself.
I003	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	More of a focus on outcomes and the whole person rather than outputs - applies also to staff.
T003	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	There are often part time jobs available
C010	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	Local job opportunities convert to less commuting time and cheaper transport costs.
C011	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	Flexibility is helpful and the organisation I work for recognises outside work commitments such as family.
C012	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	<i>It is not actually true in many cases, but it is an 'urban myth'.</i>
B005	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	I am not sure they do. I think that in the voluntary the sector there is an expectation to 'go the extra mile'. Again WLB can depend on the size and geographical spread of the organisation
D008	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	It is possible that applicants feel it is not so high powered as in industry and marketing
I005	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	<i>Yes, and sometimes get a real shock about the work levels and expectations of public, funder and all those that they impact.</i>
B006	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	<i>They think shorter hours, better holidays, less pressure</i>

D009	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	Perhaps because they feel there may not be inappropriate targets etc. and that a progressive view of supporting staff prevails – both are true of the sector but the reality of the needs of service users, over stretched and thin staffing, <i>pressure for management support and to publicise and fundraise</i> generally kicks that idea into touch pretty quickly.
C017	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	High level of part time opportunities. Expectation that voluntary sector will be more sympathetic to personal circumstances
B007	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	Image of VCS as being “understanding and caring”, true of many as this is what they can offer beyond financial reward
C021	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	<i>They think will be slower paced and more relaxed and are usually shocked when they find out that it's not like that.</i>
I006	17	WLB	Applicants are attracted to the VS because they feel it will offer a good work life balance	Most people are motivated on entry to the sector that they will be “giving something back”
<b>Code</b>	<b>Question Number</b>	<b>Category</b>	<b>Statement:</b>	<b>Response</b>
B001	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	This is the case for a small number of staff – with us it is the day centre staff who are on zero-hours contracts as this fits in with the other aspects of their lives e.g. children
T001	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	<i>Flexible working conditions are always attractive regardless of the sector. They will often be a trade-off for lower salaries.</i>
C001	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	<i>Gender role. Predominance of women/caring responsibilities</i>
B002	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	<i>Majority of workers especially front line staff are women who need this if they are carers or mothers. Most of the posts are p/t or not paid enough for the main bread earner to work in the sector.</i>



C002	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	<i>The sector is seen as offering part time hours, flexible working patterns and being family-friendly. Hence the number of female staff of childbearing age...</i>
C003	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	<i>Flexibility is important to people who have familial or caring responsibilities which may not be offered in the private or public sectors.</i>
C004	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	<i>Applicants may have families and other responsibilities so flexible working conditions may well attract applicants who are highly skilled but need flexibility.</i>
D004	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	It's one of the ways you can attract key skills to the organisation from people who are prepared to forgo large salaries in exchange for flexible working weeks
C006	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	Many more part time vacancies
C007	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	Lots of part time jobs as can't afford to pay full time
D006	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	<i>Women in particular value flexible, part-time roles that enable them to balance their families with work</i>
C009	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	<i>This is useful mainly for women and it is understood that there is a majority of women in the sector</i>
T003	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	Applicants associate this with a good work life balance
C010	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	Flexibility is invaluable for family/modern life.
C011	18	Flexibility	Flexible working opportunities in	This is vital in order to give full commitment to both work and family life.

			the voluntary sector attract applicants	
C012	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	Often seen as second income earners with family commitments.
I005	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	Flexible with room for growth and development – roles must be aspirational at all levels.
C014	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	Flexible working times and annual leave entitlements are attractive to applicants plus pension and health care benefits.
C015	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	More convenient working hours
D009	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	It attracts, but in reality people juggle with their lives, and go the extra mile to an extraordinary extent – but this is no different in any other sectors.
B007	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	<i>Age profile of many, attractive to people joining from other sectors that have been more rigid.</i>
C021	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	We don't have many as an org but some do but we do have a strongly supportive culture
I006	18	Flexibility	Flexible working opportunities in the voluntary sector attract applicants	It allows people to develop in interesting roles whilst caring/ studying etc.

Code	Question Number	Category	Statement:	Response
T001	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour contracts	I am personally very against zero hour contracts in any sector. They do work for a few staff usually at the end of their careers, in second careers or those with children who are not the main earner who are financially more secure. This gives them the flexibility they want/need but it is a real issue for people who need a regular income and/or working patterns. This flexibility can be offered without the use of zero hour contracts
C002	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour contracts	<i>If the hours are offered on a regular basis then many people are happy with a zero hours contract – negative publicity hasn't helped. It's poor practice and bad employers who get these contracts a bad name – good employers need to promote the benefits and tell the success stories of the system.</i>
C004	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour contracts	We do lose some staff who are not able to consistently work the number of hours they need to be able to claim tax and other benefits. However some staff only want a few hours a week but are happy to do cover work when it is available.
D003	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour contracts	<i>No one wants to work on a zero hour contract. Abolish them.</i>
D006	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour contracts	<i>The closest we have are self-employed home helps. They appreciate the flexibility/control the work provides</i>
I002	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour contracts	We are already revising terms and conditions of all care workers to enable us to offer revised conditions and contracts
C008	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour contracts	<i>Provide at least some guaranteed hours as part of the role</i>
C009	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour	We run 0 hour contracts and abide by all good practice regarding holiday/sick pay etc. therefore our employees are happy and retained.

			contracts	
I004	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour contracts	We use casual hours
C011	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour contracts	A lack of consistent income is an unattractive option in my opinion
C012	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour contracts	Not easy, but possible. There needs to be some clarity and understanding of the positives of ZH contracts in the VCS rather than the negative private sector issues.
C013	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour contracts	<i>Our staff on the zero hour's contract have a high turnover rate. Easy to attract but difficult to retain</i>
B005	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour contracts	Very little experience. We have one member of staff on zero hours by their choice as they are in 'retirement' and see their work as a flexible option
I005	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour contracts	Agree but this is not a 'golden ticket' to staff management or the right attraction!
B006	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour contracts	Depends on the industry – social care yes as is normal. Otherwise no – improved pay and conditions to equate with other industries necessary
C015	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour contracts	Very difficult to generalise but some sort of minimum hours contracts could be arranged.
D009	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour contracts	Colleagues say so but I have no actual experience of this as yet, however my experience of many care workers wanting to take up posts with us suggest this could be a good source of recruitment.
C017	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour	Difficultly in guaranteeing minimum paid hours of work in some projects and fluctuating hours does result in high turnover.

			contracts	
C018	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour contracts	Retaining staff can be difficult. Zero hour contracts can appeal to those that like the flexibility however for others with financial commitments the uncertainty can make people think twice. The requirements of the role will affect the improvements that need to be made.
B007	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour contracts	Depends on how they are managed and reasons for 0 hours
D010	19	Zero hour	It is easy to attract/retain staff in the voluntary sector on zero hour contracts	Please note it depends what the job is, we run an Independent Living Support Service where staff are on Zero Hours. They choose when and what hours they want to work and these jobs are very sought after by many.
<b>Code</b>	<b>Question Number</b>	<b>Category</b>	<b>Statement:</b>	<b>Response</b>
B001	20	Graduates	The voluntary sector attracts graduates who are looking for career opportunities	Whilst this may be the case for national parts of charities or charities who operate solely at a national or international level, <i>local charities won't attract graduates unless it can be seen that there is a career progression that will take them as far as they want to go, and this is unlikely in local charities.</i> I agree with Q15 above because we do make sure that we train, develop and promote staff who show they want to progress, but none of these are graduates.
C002	20	Graduates	The voluntary sector attracts graduates who are looking for career opportunities	<i>The third sector needs to engage with the better universities to offer placements and projects – the sector needs to raise its profile – in so many ways!</i> <i>And older managers need to trust younger people to manage – I think there is some age discrimination in parts of the sector.</i>
C004	20	Graduates	The voluntary sector attracts graduates who are looking for career opportunities	<i>Need to promote opportunities at graduate Careers events and let people know what is available for them in terms of career progression.</i>
B003	20	Graduates	The voluntary sector attracts	Not my experience

			graduates who are looking for career opportunities	
C005	20	Graduates	The voluntary sector attracts graduates who are looking for career opportunities	Not sure that the sector 'sells itself' well enough. Not enough exposure in universities
D004	20	Graduates	The voluntary sector attracts graduates who are looking for career opportunities	This is increasing as we provide a wider range of support services within health care pathways.
C007	20	Graduates	The voluntary sector attracts graduates who are looking for career opportunities	Not in our experience
T003	20	Graduates	The voluntary sector attracts graduates who are looking for career opportunities	Needs a lot more promotion to target this group
C012	20	Graduates	The voluntary sector attracts graduates who are looking for career opportunities	Overall there needs to be a better marketing of the professionalism of the VCS in certain situations
C013	20	Graduates	The voluntary sector attracts graduates who are looking for career opportunities	The perception of the voluntary sector needs to change as it currently isn't an attractive sector.
I005	20	Graduates	The voluntary sector attracts graduates who are looking for career opportunities	It can do but it depends on how truly realistic they are about their own desire to work, their real abilities and being self-driven to achieve.
C014	20	Graduates	The voluntary sector attracts graduates who are looking for career opportunities	<i>Increase opportunities within the voluntary sector for graduates to have a career path within the organisation.</i> Long term contracts.
B006	20	Graduates	The voluntary sector attracts graduates who are looking for career opportunities	Some do not see as professional career or where money can be made. Others see opportunity to develop wide skill base and life skills.
D009	20	Graduates	The voluntary sector attracts graduates who are looking for	<i>It should do – but the careers advice and general support for grads is not towards the voluntary sector – which is frustrating as it could be just the</i>

			career opportunities	place – many top influencers started in the voluntary sector and the values often still shine out.
C017	20	Graduates	The voluntary sector attracts graduates who are looking for career opportunities	Some attracted as first stage career employment Improved terms and conditions and career development may attract more
B007	20	Graduates	The voluntary sector attracts graduates who are looking for career opportunities	<i>The sector does not “sell” itself and only a few of the really big organisations can offer a mapped career path the rest have to try. The age profile of the sector needs to change and come down</i>
C021	20	Graduates	The voluntary sector attracts graduates who are looking for career opportunities	<i>We haven’t really tried though we have talked about it.</i>